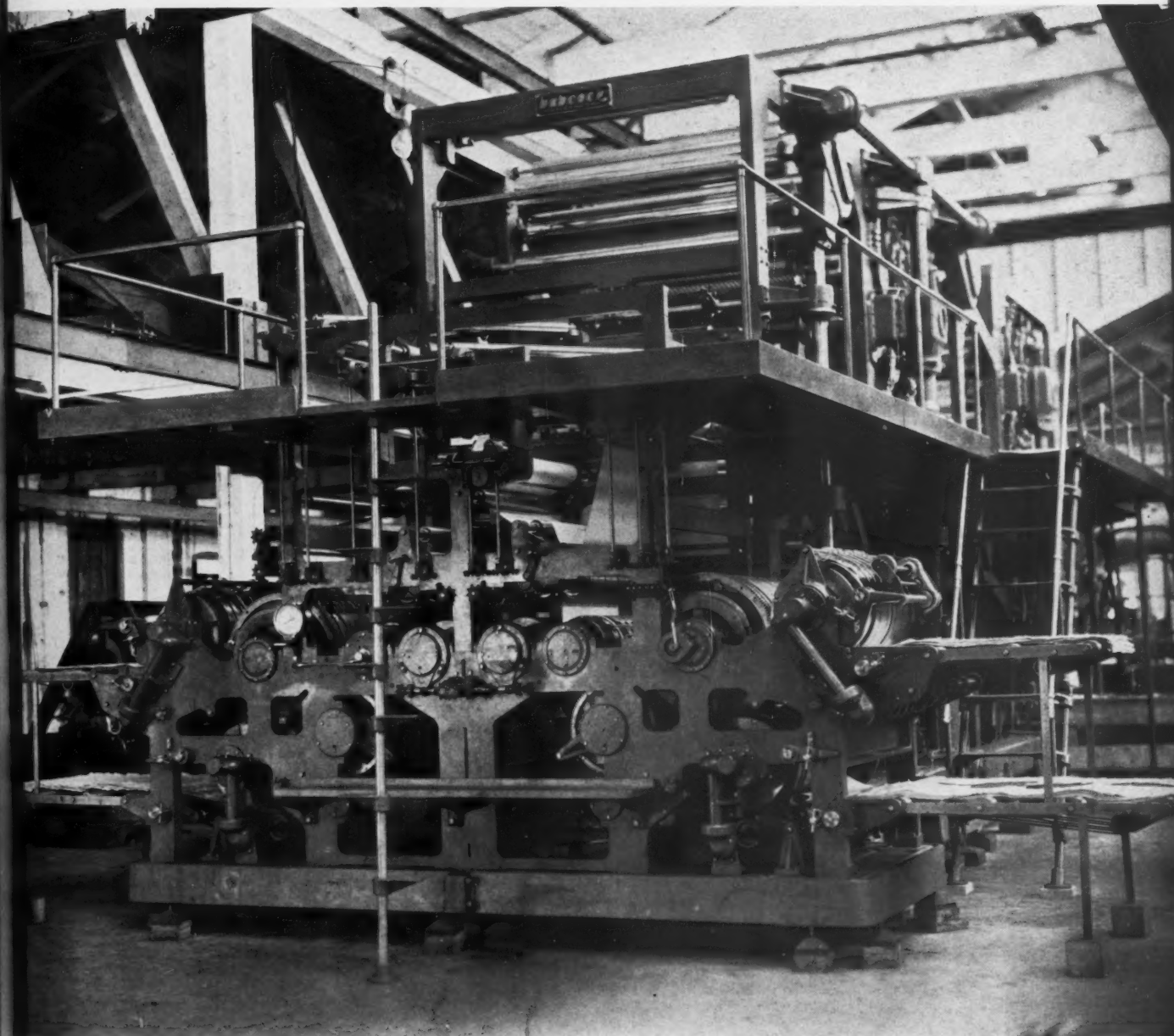


CONNECTICUT INDUSTRY

DECEMBER
1 9 3 9



FRONT and Side Elevations of Folder on Printing Press Built by Babcock Printing Press Company, New London.

In this issue :

BABCOCK PRINTING PRESS CORP. .
COMMON SENSE SECURITY
HIGHLIGHTS OF ANNUAL MEETING

News Forum . . . Departments
Business Pattern Hints
For Exporters . . . Service Section

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DECEMBER 1939

CONNECTICUT INDUSTRY

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MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.

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COOPERATION

By E. KENT HUBBARD

A few months ago the Interstate Commerce Commission launched an investigation of all railroad class rates east of the Rocky Mountains. It is generally understood that the impetus for this investigation, known as Docket No. 28300, was given largely by Southern interests with the thought that out of it would come a new set of class rates which would enhance the industrial growth of that section.

In order to bring formidable testimony to the Commission in this case, it has recently leaked out that the Southern Governors' Conference, the Southeastern Association of Railroad and Utilities Commissioners and the Southwestern Commissions have been quietly holding meetings at such points as Birmingham, Memphis, and Atlanta, in an effort to reconcile differences between the Southwestern group representing Texas, Oklahoma, Arkansas and Louisiana and southern states located east of the Mississippi River. Despite many diligent efforts to build a united front, it has just been reported by a reliable source that the "solid South", insofar as this rate case is concerned, is only a myth—that the southeastern states while desiring the assistance of the southwestern group insist upon retaining any advantages which they believe would be disclosed as a result of comparative cost studies between their section and the southwest. The southwestern states are reported quite willing to join hands with their neighbors but they insist that no evidence shall be introduced by any southeastern state which will jeopardize their opportunity for lower class rates.

Although some New England shippers may rejoice at this apparent breakdown of cooperative effort, which appears to the advantage of this section, in truth it should serve as another warning to remind us that the "all for us or not at all" attitude has been thwarting more and more, in recent years, great accomplishments made possible only through genuine cooperation. We have seen this attitude among nations send millions to the battlefields within the past few months. We have seen it setting up more and more trade barriers between states. And we have seen it at work fostering class hatred and making a mockery out of the word "cooperation" by countless false starts in that direction.

If we would build toward a lasting peace which most men and nations acclaim and if we would create out of the ashes of broken promises a prosperity that in the making is the essence of a better life, we must all act more in accord with the true meaning of the word "cooperation".

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THE BABCOCK PRINTING PRESS CORPORATION

LET'S see what has really happened during the past 21 months to place this reputable Yankee company once more as a real contender in the race for some of the "cream" of the flat bed printing press business. When new management took over under the leadership of Noah MacDowell, Jr., there were about 70 persons employed. The company owed upwards of \$80,000 for back wages while back taxes chalked up another financial handicap of some \$78,000. The old company was unable to meet existing obligations or improve plant facilities, and with the assistance of the depression, had been finally forced into the federal bankruptcy court.

Mr. McDowell, who had been prominently identified for a number of years with the graphic arts field, saw in the excellent product and reputation of the company something worth reviving. In subsequent negotiations he ended up with a reorganization agreement which, among other things, settled on bondholders 30 cents on the dollar and assumed the liability of partial payment of back wages to workmen and back taxes owed to the City of New London.

Digging in, Mr. MacDowell and his financial associates invested substantial funds in improving the plant's facilities and began in earnest to push for sales which had dwindled almost to the vanishing point from the beginning of receivership in 1934 to the time of reorganization in 1938. Fortunately, they had the able assistance of the leading key men of the old Babcock Company who knew of the exacting requirements in building Babcock presses and of the many pitfalls which had virtually wrecked the old company on several occasions. Among these veterans were men who had had over 40 years experience with the Babcock company.

Among the newer men hired as business started on the increase were veteran craftsmen who readily fitted into the precision work of printing press manufacture and a younger group of machinists who were not only well grounded in the requirements of their trade, but also were imbued with the new streamlined tempo of the times. Working together these Babcock veterans, the newer craftsmen and younger mechanics have maintained the high reputation of the old Bab-

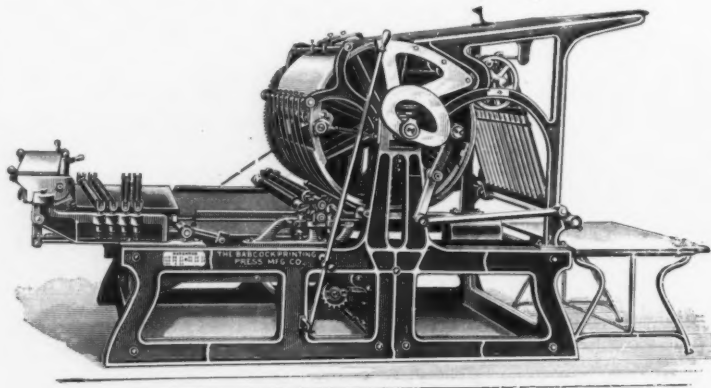
Editor's Note: Fifty-eighth in the "get acquainted" series of articles on Connecticut's industries, this one was written during a period when the fortunes of the time-honored Babcock Printing Press Corp. were on the upgrade, after a long period of low business activity.

Public acceptance of a new form of magazine entertainment proved to be one of several strong stimulants that resuscitated an old Connecticut company with a meritorious product and breathed new life that quadrupled employment in 18 months.

cock press while adding to its desirability by making it turn out printed material at an ever increasing pace. Today the Babcock automatic presses are successfully meeting competition for speed, hour cost, register, uniformity of color and varying size printing jobs.

During 1938, the first steep grade of the "long pull" out of the doldrums, a substantial increase in business was

Because this big press for the Cuneo Press is the largest undertaking the reorganized company has tackled and because every man in the plant knows that his job depends on turning out a superior product, he is doing the best job of which he is capable. Actually the plant is running as one big partnership—one in which a shirker quickly learns from his associates that he is in the wrong shop.

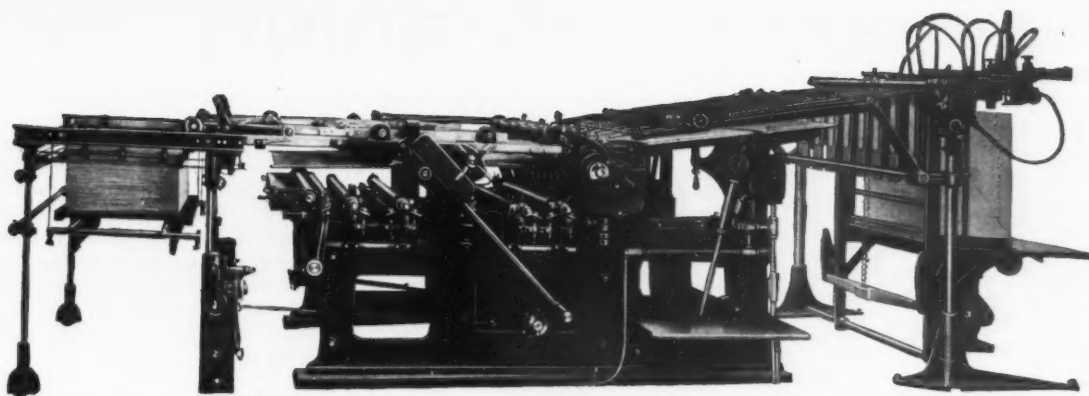


A BABCOCK No. 6 Reliance one-cylinder press—one of the company's early models.

experienced and during the first three-quarters of 1939 the business placed on the books was 150% ahead of the same period in 1938. One of the most significant steps of the "comeback" route taken by Babcock was a comparatively recent contract to build a new two-color 64 page web-fed Babcock press for The Cuneo Eastern Press, Inc. at Philadelphia, for the purpose of printing an additional 300,000 copies of Life magazine each week in that city. This press is equipped with Selas burners for instantaneous drying of special ink and is supplemented by a new rotary collating and stitching machine.

For several months the Babcock plant has been operating on a two shift basis in some departments. Even then some of the work was "farmed out" due to a scarcity of highly skilled pattern makers, moulders, machinists and draftsmen in the area. Of the 300 now employed a number have been imported from other cities including a number of recent graduates of the Putnam Trade School.

Although the company is concentrating most of its facilities on the production of printing presses, it will accept outside contract work wherever kindred skill and equipment may be profitably utilized. For instance, tex-



A MODERN No. 43 Automatic—a two revolution Babcock Optimus Press with feeder and extension delivery.

tile machinery of a special nature has been produced within the year and the company is admirably fitted to produce gray iron castings and other special machines and parts. Improvements have been made in both plant and equipment in recent months. In keeping with the modern practice of streamlining production all heavy machine drills have been moved from the second to the first floor. The assembly room has been enlarged and a solid concrete floor installed, especially designed to accommodate still larger presses which the company plans to build in the future. Traveling cranes and a number of special machine tools have also been installed to further advance the modernization program.

Production

All Babcock press production originates with ideas in the minds of company engineers. Those which stand the acid test of "mulling" and discussion are then progressed through the design drafting department. Patterns are made and the production process started in the casting and tool departments. Except for steel castings which are purchased outside, practically all other operations including the making of tools and dies are carried on within the Babcock plant unless there is a shortage of the right types of skilled workmen.

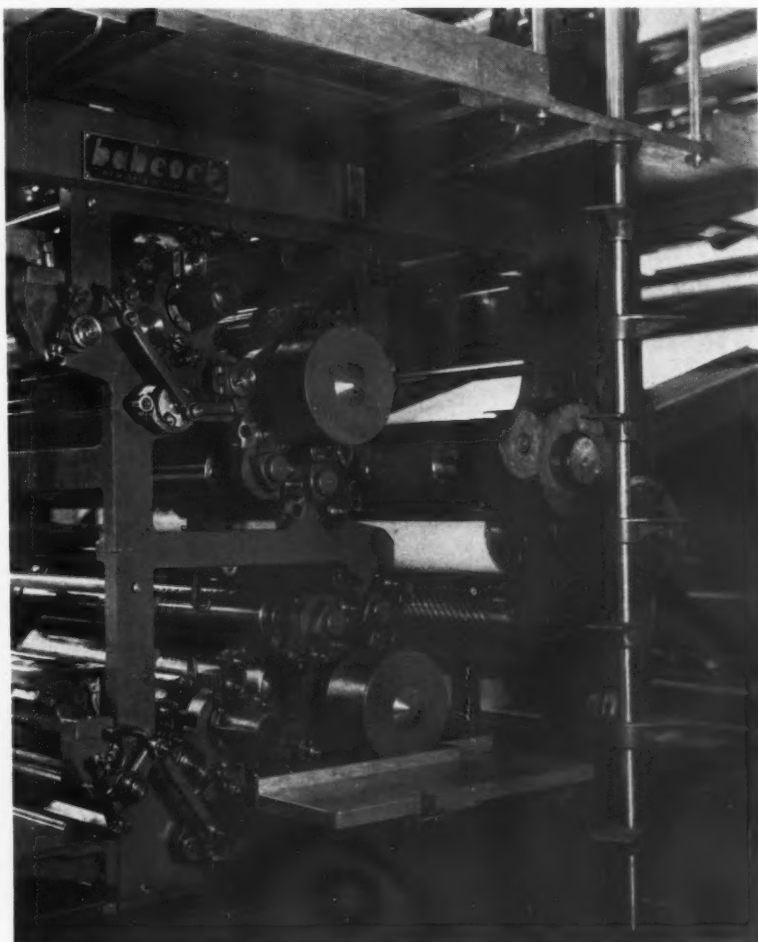
Following the straight line production plan each unit gradually emerges in a large room for assembly and testing under all conditions which the press may be expected to encounter in the customer's plant. Once these exacting tests are successfully completed, each press is dismantled and the units boxed for shipment.

Development

From the introduction of its number one product—a one revolution

drum cylinder press—the Babcock company next designed and produced a two revolution flat bed press for job

(Continued on page 18)



OPERATING side of ink carriages on Babcock Press.

COMMON SENSE SECURITY



THE stamp above means speedy hospital service for members. There's no red tape.

DOES the average working man want to pay his own way? Many have contended recently that the industrial worker looks to Government or some Magician to mark his way through life PAID. Maybe so. Maybe such a thing as self-respect should have been made more simple and desirable. After all, changes in our social system have been rapid, and the necessary adjustments difficult.

Early in 1936, a group of civic-minded men in the City of New Haven studied some interesting figures. Half of the patients in the City's Hospitals were unable to pay for the full cost of their care. The Heads of these Institutions said that this condition had existed for years, and that it was general throughout the United States. To keep their doors open, these Hospitals depended upon philanthropy and government aid. The majority of this 50% group were admitted in a serious condition. Many were physically disturbed because of mental anxiety over accepting charity or going into debt.

It became evident that this situation went much deeper than mere inability to pay a hospital bill. Hundreds of Connecticut men and women were unquestionably working under physical handicaps because they could not finance correction. Therefore, some method should be offered to the workers which would eliminate the financial worry over large, unexpected hos-

Editor's Note. The dread of unexpected hospital bills has been erased from the minds of more than 120,000 workers through the low-cost, non-profit plan worked out by a group of forward-looking New Haven business men in 1936. This "American Way" method described in the accompanying article has been incorporated as the "Plan For Hospital Care, Inc.," a non-profit corporation, which is constantly gaining the cooperation of an ever increasing group of employers in order that the plan may be made available to additional workers in groups of ten or more. Robert Parnall is the General Manager for the Corporation—the man who furnished the data for this article.

pital bills. A legislative program compelling the worker to provide this security was felt to be undesirable; rather, a vehicle was needed whereby the individual, collectively with his fellow workers, could pay his own way on a voluntary basis. With this as a motivating factor, The Plan For Hospital Care was incorporated under the laws of the State of Connecticut as a non-profit sharing corporation. A group of New Haven employers, headed by Mr. Harry B. Kennedy, volunteered to serve as Directors without pay.

Progress

Contracts with the three New Haven Hospitals were drawn. These Hospitals agreed to provide specific services to Plan members, regardless of cost, in return for which the Plan would pay a flat rate, computed on a hospital cost basis, for each day's care rendered its members. Membership in the Plan is possible only with the employer's cooperation, for its benefits must be offered to all employees in an organization. Groups of less than 10 are not accepted. On April 1, 1937, the first group of 82 members was enrolled. In February, 1938, the two Waterbury Hospitals were made members at their request. At the end of the first year, 20,233 people had endorsed this method of paying while well to relieve them of financial worry when ill. The financial statement of the Plan at this time showed an earned reserve of \$12,-922.25.

Interest in the Plan was spreading throughout Connecticut. Since membership was restricted to areas served by Member Hospitals, the Plan was obliged to refuse many requests from individuals for participation. To make this service available to their communi-

ties, several men prevailed upon Governor Cross to call a meeting of representatives from all Connecticut hospitals, the medical profession, and the lay public. This group met at the State Capitol in August, 1938, and the consensus of opinion was that the service filled a long felt need, and that every community should decide whether they wished to affiliate with existing plans or form their own. Shortly after the meeting, Hospitals in Middletown, Hartford, Torrington, Manchester, New Britain, Norwich, Putnam, Milford, and Willimantic adopted the Plan, so that citizens in their communities could share its benefits. On March 31, 1939, membership totalled 76,232, and the Reserve Fund amounted to \$86,394.93.

In June, 1939, an act was passed by the General Assembly, authorizing the Insurance Department to supervise non-profit hospital plans. The first eight months of its third year saw the Plan extended to New Milford, Meriden and New London. 1,600 Connecticut firms are now participating. The total membership is 120,000, and the Reserve Fund totals \$190,000.



RESERVE fund is growing.

What Members Get

For a monthly payment of 75¢, subscribers receive three weeks' hospital care each year. In member hospitals



PLAN is now serving most of the state.

the following services are provided regardless of cost:—

1. Bed and Board in Semi-Private accommodations or \$4.50 per day credit on a Private Room. (General nursing care included.)
—plus—
2. Use of Operating Room.
3. All Medicines and Surgical Dressings.
4. Routine Laboratory Service as provided by the hospital.
5. Ambulance Service within 3 miles of the hospital.
6. Basal Metabolism Tests.
7. Oxygen and Serums complete.
8. Ordinary Nursery Care of New-born baby.
9. Delivery Room service. (All maternity cases get benefits on payment of \$1.00 per day.)

The spouse may be enrolled for an additional 50¢ per month, and all children under 19 years of age, regardless of number, for 25¢ more. The maximum for a family group is \$1.50 monthly. Each family member is entitled to three weeks of care. Because of the lower fee for their membership, they pay \$1.00 per day to the hospital when care is given. Benefits start immediately except for Maternity cases, which are covered after one year of membership. In non-member general hospitals, subscribers receive a cash credit of \$6.00 per day against their bill, and family members \$5.00 per day,

for a period of 21 days. Although non-member hospital benefits are not as liberal as member hospital guarantees, they cover the major part of the average bill. The Plan has provided benefits in 32 states and 4 foreign countries.

No Red Tape

The simplicity of operation is one of the chief features of the Plan. To receive the guaranteed services, a member simply presents his identification card to the hospital and his credit is immediately established. Upon discharge from the hospital, he receives a bill marked PAID for all Plan services. That's all there is to it. Plan members are relieved of all anxiety concerning financial arrangements.

Praise of the Plan

Employers in general agree that the Plan is right in theory and in action. Concrete evidence of this attitude is shown by the fact that over 1,600 Connecticut employers are now handling the necessary details so that their employees may participate. Firms from nearly every type of Connecticut endeavor are cooperating in this movement. For example: Scoville Manufacturing Co., Southern New England Telephone Co., Winchester Repeating Arms Co., The E. Ingraham Co., Fuller Brush Co., The Stanley Works, Associated Spring Corp., Yale University, G. Fox & Co., Phoenix Mutual Life Insurance Co., 45 Insurance Agencies,

20 municipalities, and hundreds of other well known firms.

The following quotations from employers' letters to the Plan express their views:—

"... it appealed to the writer as offering a form of security not otherwise available to the very type of citizen (industrial workers with families) most in need of it when the emergency arose and least able to bear the cost."

"The service rendered by the Plan For Hospital Care is certainly a fine investment for the employees of any factory."

"The question of unexpected financial burdens upon wage earners is one that continually arises and which creates, from the employer's view, a difficult problem. We know that unexpected hospital bills cause employees a certain amount of anxiety and stress, thus diminishing their ability and general all-round efficiency. Because of this, I was quite anxious to aid you in bringing your Plan to the attention of our entire organization . . ."

"... it is worthy of the attention of any employer to look into the matter and assist if possible in arranging for such care."

Over three thousand letters of appreciation from members are on file in the Plan's office. A few typical statements follow:

"Among those to whom sickness or accident would be considered a financial calamity, your Plan is a Godsend."



"It meant a saving to me of approximately \$150.00—you are rendering a most worthy service to our community."

"I never encountered a bit of the old Red Tape that we so often fear."

(Continued on page 34)

HIGHLIGHTS OF THE ANNUAL MEETING

TUNED into current and mayhap future events, the Association's Annual Meeting program at the Hartford Club, Hartford, October 24 again took a "heavy toll" in attendance away from busy executive desks throughout Connecticut. Some 450 attended with a light sprinkling of ladies.

President Hubbard struck the gavel to open a well filled opening business session at 10:30 A. M., leading off with his annual report (see address on page 7 this issue) followed immediately by the unanimous adoption of a resolution submitted by Mr. Hubbard in behalf of the Board of Directors as follows:

RESOLVED: That the Manufacturers' Association of Connecticut go definitely on record as being opposed to the United States becoming involved in the present European war. It is recognized that industry, and particularly New England industry, in a time of emergency is a great weapon of national defense, and if the need comes, industry will again respond, but the Manufacturers' Association of Connecticut be-

lieves that not only the interests of the country at large but of industry itself will be best served if every effort is made to preserve this nation's neutrality.

In moving the passage of the resolution, A. E. Payson, president of the



HENRY G. ELLIS

President, The Torrington Mfg. Co., Torrington—elected director for Litchfield County.

American Thermos Bottle Company, Norwich, said in part: "This is not a question of embargo or of lifting the embargo. It is purely a question of stating our desire for neutrality in the present war. We believe, many of us, that the question of embargo or the question of lifting the embargo can properly be left to Congress where they have the opportunity of hearing the evidence. This is merely a matter of the going on record of industry as believing that industry's interests and the interests of our country are best served by avoiding that conflict."

Governor Raymond E. Baldwin's address (reproduced elsewhere in this Annual Meeting report), a few brief remarks of Congressman Albert E. Austin and the reports of the Treasurer, Budget Committee and Nominating Committee, concluded the morning session.

Officers were all reelected as follows: E. Kent Hubbard, president; John H. Goss, president, Scovill Mfg. Company, Waterbury, vice president; Harold D. Fairwether, executive vice president, Colt's Patent Fire Arms Mfg. Company, Hartford, treasurer; and C. L. Eyanson of West Hartford, assistant treasurer and secretary. Directors elected for four year terms starting January, 1940 were: A. D. Wilson, president, The Bristol Brass Corp., Bristol, representing Hartford County; H. G. Ellis, president, The Torrington Mfg. Co., Torrington, representing Litchfield County; O. G. Williams, vice president, Wm. L. Gilbert Clock Corp., Winsted, for director-at-large; and D. S. Sammis, works manager, Underwood-Elliott-Fisher Company, Bridgeport, for director-at-large.

The Afternoon Session

The afternoon session started at 2:00 P. M., with President Hubbard introducing Merryle Stanley Rukeyser as the first speaker. Mr. Rukeyser's address, in greater part, as well as the major portion of the remarks of The Rt. Honorable Lord Marley are pub-

(Continued on page 18)



DONALD S. SAMMIS

Works Manager, Underwood-Elliott - Fisher Co., Bridgeport—elected director-at-large.



A. D. WILSON

President and Treasurer Bristol Brass Corp., Bristol—elected director for Hartford County.

PRESIDENT'S REPORT

By E. KENT HUBBARD

We, The People

WE, the people of the United States, in order to destroy a perfect union, disestablish justice, disturb domestic tranquility, make impossible national defense, disregard the general welfare and deny the blessings of liberty to ourselves and our posterity, do hereby ignore the Constitution of the United States of America.

Destroy a more perfect union by arousing sectional differences; disestablish justice by court tampering and the granting of arbitrary powers of interpretation and decision to such non-judicial bodies as the National Labor Relations Board, the Wage and Hour Administration, the Walsh-Healey administration of the Labor Department; disturb domestic tranquility by class legislation, attempts at repeal of economic laws and political manipulation of finances; make impossible national defense by requests for unwarranted and dangerous grants of power; disregard general welfare and deny the blessings of liberty because of the desire for personal or group aggrandizement—yes, these are the things which rise out of the refusal to recognize the Constitution as the fundamental law of the land.

We now have the opportunity to go further in destructive tendencies—a greater opportunity than, perhaps, at any other period in our national history to nullify all of the efforts of our founding fathers and the efforts of the great men who came after them through the years, for we are living in a perilous time. . . .

Taking Stock

Now to take stock. . .

We emerged from the first world war a disorganized world—torn at the roots, bleeding at the branches. The wounds did not heal easily or quickly, and we were thrown, as perhaps a final adjustment, into an unprecedented depression. The cry was for a solution—for a doctor who could heal the wounds and insure security. As a natural consequence there were those who rose and promised security in return for power. Many of the peoples of the world accepted the promises. Dictators and near-dictators arose. Even the democracies swallowed the pills of promise and gave up much of that

which they cherished—for which they had fought and bled. Even the simplest minds among us are now asking ourselves whether or not the acceptance of the promise was worth the sacrifice.

Are communism and fascism—which exploit men as trash through the brutal concept of the complete supremacy of the state over the individual—sound doctrines? Is capitalism, with all of its admitted evils, inferior as a

much to re-adjust our financial system—somewhat for the better. We have tried detailed regulation of our industrial system. We have launched into all sorts of government projects—all to the end that the glaring problem of unemployment would be solved and that security would be assured to those who have worked, who are now working and to those who seek employment. And yet today the



Hartford Times Photo

LORD MARLEY, President Hubbard and Merryle Stanley Rukeyser before going into action at the afternoon session.

system to the systems which have replaced it in some portions of the world today? Is the limited democracy as it exists in the United States better than the former system which admitted individual initiative and built itself upon private enterprise? We, the people, have a right to question, and if we question honestly and unselfishly we must conclude that no political dynasty can deliver when it promises security in return for power whether it be under monarchy, fascism, communism or democracy.

We have experimented with all sorts of social legislation. We have done

cold, bare, undeniable fact is that the job has not been done.

The European Conflict and Our Position

Now we are faced with another problem and with the great Lincoln we may ask whether or not "this nation or any nation so conceived and so dedicated can long endure" if we are to rush headlong, without mature thought and thorough examination into international involvements as we rushed headlong into social and economic experimentation. . . .

There is no evidence that it is neces-

sary for us as a people to engage in snap judgments and make over-night decisions. Consequently there is no need for "we, the people", to delegate emergency powers to a small group of individuals, much less to a single individual, when it comes to the decision of whether or not these United States shall become embroiled in Europe's travail. . . . I am unwilling to concede that even the United States Department of State, the Department of Justice or any other department or any single official can have sufficient facts upon which to base such a momentous decision as to America's entrance into the war. I go further than that and say that I, as an individual, am unalterably opposed to leaving the decision in hands other than the peoples'. I would not leave it to a government agency. I would not leave it to any religious or nationalist group no matter how large. I would not leave it to any single economic group, for inevitably millions must be killed and millions impoverished, and a burden placed upon the remainder from which they will not emerge until long after everyone in this room has passed from this earth. . . .

Decision on War

But I am certain of one thing—my faith in the judgment of the American people as a whole, including all individuals in all groups. I am certain that they can arrive, when the judgment is taken collectively, at a just and proper decision. By this I do not mean that the question of whether or not we should enter the war, whatever the provocation, should be decided by popular vote. What I do mean is that if war is to come for these United States it should be entered into in an honorable and open way by a formal outright declaration of war by the Congress of the United States, with full information supplied by all divisions of the executive branch of the government. . . .

If the people begin at this moment to insist that the Congress exercise its Constitutional prerogative to declare war if war seems necessary and denounce any attempt at the German, Russian or Japanese method of silent, swift involvement without formal declaration, we shall have one of the most effective methods of keeping out of war, for Congress will read accurately the minds of all the people and will not be swayed by the sinking of a single ship, the infliction of an imaginary attack upon national honor,



HAROLD FAIRWEATHER
Executive Vice-President of Colt's
Patent Firearms Mfg. Co., Hart-
ford—re-elected treasurer.

persecutions in isolated cases, or the howl of the war monger. In this I know I speak for the manufacturers of the state of Connecticut who, regardless of the industry in which they are engaged do not want war because unselfishly and humanely they know what the dreadful carnage means, and selfishly they know that in peace there is greater permanent prosperity than in war. . . .

We want no more of it. We know that the only sound solution to our economic problem is to get rid of it, and so, both from the selfish and unselfish standpoints we abhor the war business. But, if we are to have war, we, the people, want first the facts—all possible available facts upon which to base our decision which is to be enunciated by the Congress through formal declaration of war. We do not want to be eased, cajoled or inspired into war. . . .

Obligations of Organized Industry

It now remains for me to attempt to analyze, if I can, how the manufacturers of this state, through their Association, can function in the best interests of their employees, the people of the state and the individual industrial concern.

First and foremost we should make certain that our plans are based upon fact. We must take due cognizance of the inescapable which is plainly evi-

dent, that the governments of Europe are progressing blindly without any real understanding of their destiny; that the government of the United States is doing likewise, but with the difference that in Europe the vital decisions are being made by a mad paper hanger, a blood purger late from a Siberian prison, and others who, because of their crucial predicament, must act upon impulse, whereas in the United States, if we insist, deliberate decisions will be made by the people upon the basis of fact and executed by their chosen representatives. Consequently, any media which can develop facts upon which decisions can be based and which can aid in reaching decisions can be of inestimable help to the country. Certainly an organization which has endured through 124 years, through peace and through war, and which has unquestionably aided in the development of this great state of Connecticut has an opportunity—yes, an obligation. . . .

We are in good hands, in the state of Connecticut, governmentwise, and we must continue to develop accurately and adhere strictly to our premise that it is up to the Association to seek out facts and aid in the decisions of government. We must continue to keep our members informed of the operation of the federal and state laws, as we have been doing through our detailed manuals which have won such wide praise not only from the membership but from attorneys, bankers, accountants and other groups. We must keep in close touch with and offer help to governmental agencies to the end that the rules and regulations which they issue under the various laws which they administer are in accord with sound business practice as our committees have been doing in the case of unemployment compensation, old age benefit, taxation, labor relations and public finance. We must interest ourselves in the activities of Connecticut's Washington representatives but we must be helpful in our criticism. In this connection I do not believe that there is at the moment in Washington a Connecticut representative who does not recognize that manufacturing industry is the backbone of the State of Connecticut and who is not doing his level best, as he sees it, to aid in the development and promotion of these industries. Further, it is the function of the Association to keep its members informed of the activities of congressmen and senators to the end that they may understand and advise. Connecti-

cut's observer in Washington has performed a most useful function and has received the plaudits of an amazingly large proportion of the members of the Association for his accuracy in reporting, and his ability to cull the important from the unimportant. The Association must continue as in the past to be really a service organization, capable and willing at all times to undertake the giving of the answer to any problem which concerns an individual member.

It is not possible for anyone who does not sit in the headquarters office of the Association six days of the week or who does not call upon individual members in the field to know the amazing variety of the problems presented, the unfailing courtesy of the staff which I have the honor to head, the complete devotion to the job of that staff and the almost unbelievable sources of information at its command. Those of you who are not among the number who call, daily or weekly, by telephone, by letter or in person, upon these services are missing an opportunity and are failing to take full advantage of the facilities which others have found so valuable. I urge such members now, to try these facilities—not next year, but next week. You will profit yourself materially and you will add to the store of knowledge of the Association and to the prestige which it already enjoys in the state and in the nation. Further, you will cause the members of the board of directors whom you elect, the members of the various committees, and the many other individual advisors who are a part of the organization to feel that the time which they give to your problems gratuitously is well spent. I suppose that few of you have full appreciation of the man-hours spent by these people in your behalf, hours for which the Association could not pay were it recompensable in money—representing a money value even beyond the ability of the members to pay to these men. To them I now pay an all too inadequate tribute. . . .

Now, then, what are our plans? Briefly stated, they are to pursue, as we have pursued in the past, a straight course, a fearless course, which will seek to aid government, to better the relationships between management and labor, to aid in the solution of the problems of the individual manufacturer, and in general to protect and promote the best interests of all. In addition, we have the specific job in present peace or in possible war to

adjust our services. In this we have not sat idly by. Already groups of our members have met and have discussed solutions of current problems. In the majority of the cases the answer has been found.

As I end on this day nearly thirty years of effort in behalf of Connecticut industry I begin to realize the debt which I owe and which Connecticut industry owes—yes, which the state owes to the literally hundreds of men with whom I have worked during those years.

But no job is ever finished, and before us lies, perhaps, one of the most difficult which we have ever undertaken. It is going to call for the very best exercise of judgment. It is going

already partially inaugurated by the Connecticut Aeronautical Development Commission. I have faith in what His Excellency, Governor Baldwin, is planning to do in connection with employment, with state finance, and with other state services generally. I have faith in the ideas of our labor commissioner, in the man who is handling the problems connected with the water and other resources of the state and in others who are working unselfishly as public servants. Taking it all in all it is a good crowd and I am happy to be permitted to work with them. Connecticut won't go far wrong under their direction. The Association won't go wrong because it has the benefit of the advice of the best minds in the state.



Hartford Times Photo

CAUGHT unaware by the roving Hartford Times cameraman are (left to right) John H. Goss, president of Scovill Mfg. Co., Waterbury and re-elected vice president of the Association; Wm. J. Cox, Commissioner of Highways; C. F. Weed, vice-president of *The First National Bank of Boston*, and President of the New England Council; Alfred C. Fuller, president of Fuller Brush Co., Hartford and chairman of the Association's Budget Committee.

to require initiative, back-bone and endurance, but I have faith that the men and women of Connecticut industry are equal to the task. Through the Association they will pull shoulder to shoulder, as they have done since 1815—and as perhaps they pulled even before they were organized formally into an Association.

I can tell you publicly now that I have great faith in the plans of the Connecticut Development Commission. I have great faith in the plans

Conclusion

Much that is best in this great country of ours came out of Connecticut. The very Constitution, whose preamble I paraphrased at the beginning of this talk, is fundamentally of Connecticut origin. Connecticut can lead the way to understanding of our vital problems. Connecticut can inspire the understanding so essential today that government lives by the people and that the people do not live by the government.

THE NEW INGREDIENT: FOREIGN WAR

An Address

By MERRYLE STANLEY RUKEYSER

Editor, Author, and Economic Commentator, New York

LADIES AND GENTLEMEN:
... We are making right now in the War Department, have been making for a number of years, an intensive study along the lines of industrial mobilization to determine what the factories could produce in the face of emergency and already 10,000 plants have had their allocation. It seems to me they did this job more directly in Abyssinia. Haile Selassie issued very simple mobilization orders. He just put up a notice:

Everybody will now be mobilized, including all boys big enough to carry a spear. Married men bring their wives to cook and carry supplies. Those without wives will take along any women who have no husbands. Women with small children, small boys who cannot carry a spear, the blind and maimed, and those who cannot carry a spear for any reason may stay at home. Anyone else found at home after receipt of these orders will be hanged.

I think at least that order doesn't gild the lily. At least it puts the people on notice that war is destructive and harmful, that it does not promote better living for the people. At least that primitive order makes it clear what the nature of war is.

Now we are in a forward movement in business in this country. It comes simultaneously with war in Europe. It is rather important for us to diagnose why business is getting better and understand the causation lest we become a little bit confused and upset by the coincidental fact of war in Europe. We want to know whether this approach to prosperity we are facing is a genuine one or what we might possibly call a "Hitler prosperity."

Records show that by late last spring, several months before they actually started fighting in Europe, there was an upward surge in business. It is rather difficult to place the date for the beginning of this war because, according to the new fashion in war, they only fight when war has not been declared.

Now what does war mean to America in economic terms of orders, in terms of investments, in terms of

profit and in terms of economic headache? It seems to me that this upward surge had its domestic origins—that we were in an uptrend when this event occurred overseas. Unquestionably in September the uptrend was quickened and intensified by this new scramble for inventories and also by the simultaneous effort on the part of private citizens everywhere to find hedges against inflation and to get into commodities, in order to protect themselves partially from the destruction of monetary standards that come with war. Through this excitement to protect people against the destructive in-

part of the uninitiated to get out of high grade bonds, including those of the American government. But that headline thinking did not weigh all the factors. . . .

So my thesis this afternoon is to caution you against the emotionalism and hysteria of this period and to urge you to put your faith in simple book-keeping and your own ledger experience and in that which you can see and relate to your own enterprise. It seems to me that if you do that you will be creating for yourself a psychological gas mask which will prevent you from being taken in by the gen-



Hartford Times Photo

CONGRESSMAN Albert E. Austin of Greenwich, Governor Baldwin and President Hubbard of the Association during a jovial interlude at the morning session.

fluences of war, we have been in the midst of what I would like to call "headline economics." And although I am contributing to the headlines, I want to caution you against this type of hysteria and emotionalism—against this type of headline thinking.

For example, at the impact of war people rush into common stocks, especially common stocks of war babies, and simultaneously with that they think that if war is helpful to that type of equity, it is a natural corollary that it is harmful to fixed maturity obligations and there is a rush on the

eralizations common to the war period and by the intoxication of words.

Now let me illustrate what I mean by the intoxication of words. At the outset of war, there was considerable talk against war profiteering. The President is against profiteering, the Attorney General is against profiteering, I am against it and you are against it, but what is it? Does it mean any improvement or any change in the earnings as compared to the subnormal levels of recent years? Is any increase above 1938 to be considered profiteering? Are companies which

wasted their capital and which wore out their tools without replacing them in the last war, meantime exaggerating their currently reported war profits—are they to be stamped as profiteers?

It is important for us to define precisely the meaning behind the concept. And I do say, gentlemen, that if you should get into war orders, if the embargo should be lifted, the real problem won't be one of profiteering but rather if you will be left "holding the bag" at the end of the period in the event of a sudden reversal. If you take war orders from our own government for preparedness, tell them you are not much interested in profit—so called. Tell them you are not interested in cost plus. Tell them you are interested in getting your cost back and if you define cost properly, you will include among the elements of cost—the cost of capital, which is the cost of tools and machinery which you use. It seems to me that in clarifying our thinking at a time like this, we ought to recognize that the business man, unlike the politician, is disciplined by the cost sheet. You as business men may start out with fancy ideas but you will be held to account by your cost sheet. Any divergence from sound principles soon shows up in your financial statement. . . .

Needless to say, the idea got abroad several years ago that industrialists were economic royalists. But you are not an economic royalist. You have no enduring autocratic power. Your sceptre of power as executives of corporations is contingent upon your ability to produce goods of quality and price that will appeal to your customers. A consumer plebiscite tests your judgment and the soundness of your product.

Now that hasn't been entirely clear to the public. Several years ago a very distinguished labor leader went to an even more distinguished industrialist and in effect doubtless said, "Why should you and I quarrel about wage rates? You give us the higher rates we ask for, and you'll be a great liberal, social minded—why, some day you may even become an ambassador. Give us the higher wage rates and you'll get it back in higher prices for your products." But this industrialist and labor leader left out of the equation the opinion of the customers. In 1937 after the deal had been concluded in some such manner, the customers decided that the prices were too high. They reduced their orders and there was a contraction in the volume of

business in that organization. So I say to you that your power is a temporary power and depends upon your ability to produce goods of a quality and price that will please your customers. If you do succeed in pleasing your customers, you are put in funds through gross receipts which come from the sale of goods or services. Out of these gross receipts you must take care of the factors of cost.

These factors of cost fall into five principal categories, the first three of which concern the discretionary power of the executive over the power of cost. The first principal or element is a matter over which the business executive has little or no control—that is the tax cost, the amount in the price of goods that is assigned to government for the payment of administering the national defense, etc.

The second principal factor of cost is the cost of goods and services purchased from others. You buy your goods in the open market and you do not have much discretion over those costs. You buy railroad service and public utility service at rates prescribed by government commissions.

Third is your accounting cost. If you keep this accurately and conscientiously, you are in effect photographing what is actually taking place in the wearing out and getting out-of-date of your tools and other equipment. I refer to the depreciation and obsolescence cost.

After these three elements of cost have been met, the residue is available for the split between capital and labor. The fourth category is the wage and salary item, and the fifth the capital cost, which in effect provides a wage payment for the inanimate tools.

In the case of the United States Steel Corporation, in the nine years between 1928 and 1937, the corporation showed that the residue was divided as follows, including the boom years of 1928 and 1929 and the depression years: Out of the residue, 85% went to workers in the form of wages and salary. The other 15% went as a wage payment for the use of tools to meet the capital cost. Don't misunderstand that 15%. That was 15% of the residue which represented a return on the investment of 2½%. So if the steel corporation is a monopoly and the men who run it are economic royalists, they haven't been very grasping. They have only taken 2½% in those representative years. So I say that if you get into war orders which are a diversion from your normal ac-

tivities—and some wise business men accept only national defense orders for the United States and give preference to their normal peacetime business, not merely for sentimental reasons but because they know that their peacetime customers are permanent customers—if you get into war orders, your real problem is not one of profiteering but whether you will get your costs back. Be sure you include the fifth category—the cost of capital, for whether we get it back or not, the cost of capital is there and cannot be ignored and if for long periods capital gets no return, you interfere with the incentives to save and to progress.

Now there are other words that we use in a period like this without very much analysis. We talk about expanding our trade to the neutral countries, increasing foreign trade, and taking advantage of the fact that certain belligerent nations are preoccupied with their own problems.

Now what is our opportunity for increased foreign trade? I must caution you against "headline economics" and ask you as business men to break down the problem and investigate it country by country. Here in Hartford where you deal in fire insurance, you wouldn't presume that you could face the problem of rates until you studied the matter as it affected widely separated parts of the United States. You segregate districts and study hazards in one district and another. Let us look at foreign problems in the same business-like way.

Now as far as Latin America is concerned, in normal years we buy from the whole of Latin America more than we sell. In other words, with them we have what is called an unfavorable balance of trade, so that there is some room in Latin America for us to increase our exports, especially to those countries which habitually sell more in the American market than they buy.

A notable example is Brazil which in ordinary years sells twice as much as it buys here. It uses its excess dollar credits to take care of Brazilian purchases and debts in Europe. The same is true to a slightly lesser degree of Colombia and Cuba but when we come to the Argentine, the situation is reversed. Ordinarily in non-drought years, we buy from the Argentine considerably less than we sell; so that it is folly to generalize.

There are outside of Latin America a number of countries such as the Netherlands, East Indies and China where we habitually buy more than

we sell and in those special situations, we can during these abnormal months considerably expand our export trade; but normally our export trade is in other directions—largely in the war area—more than half of it in Great Britain and the British Empire, and when we approach the formula of "cash and carry" which appeals to us as a device to keep us out of entanglements the formula relates not only to the special war trade but also to a large part of the normal peacetime trade as well. . . .

The internationalism which Secretary Hull idealistically preached was predicated on the assumption of the world at peace in which there was a free and unlimited movement of goods. It is difficult to reconcile that type of tariff policy with the new determination from the same group of political leaders to pursue a policy of economic nationalism on a cash and carry basis. Make no mistake. I think the cash and carry formula which might minimize our tendency to get into war is wise and justified; but I do say we were thoroughly unprepared for it by the departure in the last five years from the traditional American trade policies.

We honor Jefferson in this country more than Hamilton, yet in reality we follow the precepts of Hamilton and reject those of Jefferson. You recall the great debates at the beginning of our national history. Hamilton on the one hand presented the concept of an America consisting of a balanced agriculture and thoroughly developed industry. On the other hand, Jefferson with his background of a Southern slave owner was inclined to envision an agricultural America which would produce agricultural products and exchange them for manufactured goods of the Mother country.

While honoring Jefferson on the platform, we have traditionally followed the precepts of Hamilton. When the Civil War was fought, Lincoln safeguarded the Hamiltonian ideas of developing American industry when he resisted a movement in the South to bring into dominance in this country a cheap agricultural production and as we look around today and see the factors making for improvement in American industry, I think we should recognize that a basic and a primary cause of such improvement as is going on around us has been the rise in raw material prices without a corresponding rise in the price of finished goods. Because until these price gaps were narrowed, the normal movements of

business were hindered by the fact that a depressed agriculture was out of balance with industry and such corrections of these maladjustments as have taken place in recent weeks have resulted in the reemployment of labor here in Connecticut and in other industrial centers of the nation. It is a remarkable thing that men of industry have analyzed this situation keenly and have shown a restraint in holding down the price of finished commodities despite the rise in September of raw material prices. . . .

It is regrettable to see a destructive event such as war play some part in the correction of these price disparities but never lose sight of the fact that we could have corrected them by peaceful means through a two price system or otherwise and as we project our minds into the future and see the picture further distorted by war buying and abnormal conditions, then I think it is time now for prudent business men to prepare to avert the headaches that follow war in the event of sudden reversal.

Don't fool yourself with illusory paper profits. Against the inventory rise in raw materials, the prudent man will set up reserves for the time when a downward correction will take place rather than report exaggerated profits during a period when taxes are inclined to be high and excess profits may be shown.

Secondly, if you get into special purpose machinery and equipment or special purpose plants, don't fool yourself in the thought that it is proper to depreciate these items at the normal peacetime rate. If you do, you'll be reporting enormous profits for a year or two and then be left "holding the bag" when the war is over. If you do find it necessary to invest in special machinery, write it off as quickly as possible, preferably in one year rather than ten. If you set up reserves against such special emergency war time investments, you will be setting up reserves that will tide you over the adjustment to come later.

And third, even though you are gratified to see unit costs lowered in your plants as overhead remains static, don't fool yourself for bookkeeping glory. If there should be a lull later in buying, make your adjustment to the new demands rather than build up a dangerous inventory of special purpose finished goods. If you do these things, you will be ready for contingencies whatever they may be. You will not be putting yourself "out on a limb"

through relying on anyone else's guess as to the future business outlook. . . .

You should be liquid. You should be flexible. You should recognize your costs which are abnormal in a time like this. You should now set up reserves against contingencies.

I am very much impressed as we get into this international situation with the fact that through the National Association of manufacturers and the Chambers of Commerce of the United States, business men have put themselves on record as being against war. It has come as a shock to some people to see industry taking the sociological viewpoint. That is just nonsense. Industry has always been interested in the physical bases for better living. Such sociological progress as we make in this country—and we are proud of the progress we make in bringing more and better things to our people—such progress as we have made has been due to the conscientious effort on the part of management and men to work harmoniously together and through science and invention to find new and better ways to do the ordinary task. The progress hasn't been due to the slogans of the politician or the social scientist. It has been due to the thrift and hard work of our people in industry and agriculture directed by intelligent management which has been lavish in research work and has sought the aid of science and invention always to produce things for better living.

War means the reversal of that process. It tends to discourage productive power and uses those materials for military purposes. This was demonstrated when the Nipponese government prohibited department stores from running special sales which tended to stimulate consumption as they wanted to cut it down and use the productive resources for military purposes.

So it should come as no surprise to have industry taking the social viewpoint. In a country such as ours which is highly developed, what is good for the country is necessarily best for business and it is not only important for business men to be right but to interpret their actions to their fellow citizens. That is why I lay stress on the importance of bookkeeping. That is why I urge you to interpret in simple arithmetical terms to your customers and employees the nature of your business so that you will no longer be browbeaten by the phrasemakers or kicked

(Continued on page 18)

EUROPE 1939 OR WHAT NEXT IN EUROPE?

An Address

By RT. HON. LORD MARLEY, *Deputy Speaker, British House of Lords*

... I was very interested in the remarks of Mr. Rukeyser—though these were very pointed—very much to the point—I would like to have reminded him and I will remind you that of course his reference to Hamilton and Jefferson was in fact an illustration of the extreme danger of allowing your political and economic set-up in this country to be governed by people who may not know what they are talking about and to remind you that the President of Yale University, in those days the Reverend Timothy Dwight, in opposing the election of Jefferson said that the immediate result of such an election would be the complete ruin of the United States of America, the Bible would be burned in every village of the land, if Jefferson was elected; our wives and daughters will be the victims of legal prostitution, soberly dishonored, speciously polluted, the outcasts of delicacy and virtue, the loathing of God and man! This is the Reverend Timothy Dwight, President of Yale University.

... It is of course true that peace is of vital importance to a country, but we cannot deny that peace is to a very considerable extent in the hands of those who control the political destinies of a country. I think you will probably agree with that and therefore it is of value from time to time to analyze the political activities in Europe, and in other countries, to see where there is a possible line of co-operation and where there is diversion of interest.

Just for a few minutes, I want to analyze for you the political efforts in Europe immediately preceding the war and some at least of the possibilities which we may expect during the war and after its conclusion. The peace efforts of ministers in the various European countries have actually been ruined by economic difficulties, by the erection of unnecessary barriers, by obstacles to international trade, instead of by the promotion of international trade which in point of fact has the effect of raising the standard of living of the people of all those countries which indulge in such international trade. If we analyze what went on in the last twenty years in Europe we will, I think, be able to find the be-

ginning of an understanding of the possibilities of the present war's answers to those questions which are in the minds of all of us—such as, whether that war will result in the destruction of centuries of creation of physical wealth, as well as cultural wealth, or whether we can confine the war to those limited military objectives which represented the type of war normal in the world up to the end of the 1870 campaign, with the single exception of the American Civil War which was a war of the unlimited type in which the civilian population suffered as much as the military organizations. We may find, certainly, a question of how long the war will last. We may find an answer to the question of the effect of air attacks on military objectives, on civilians, on battleships, and on sea-borne commercial commerce. These problems are in the process of being solved before our eyes and we must consider them in relation to the political developments which led up to the war.

Let me, therefore, very briefly remind you that after the last war we attempted to solve some at least of our problems in Europe by the device known as the League of Nations, with the political and military aspect of its work known as collective security. I feel that even before an American audience I will not be severely criticized if I put some blame for the construction of a machine which was inevitably doomed to fail—if I put some blame upon the shoulders of the American delegates who attended the peace conference, because they might well have reminded us of your own experience in history, of your own experience when just before the Philadelphia Convention in, I think, 1787, you had tried a League of Sovereign States and found that it did not work. You had a government which depended upon the individual decision of individual sovereign states in this country as to whether they would give support to the government when the government desired to take this or that action, and it was the genius of George Washington which produced the federal solution under which the various states surrendered some of their sovereign rights in order to construct a federal

government capable of acting for the states and based upon the votes of the individual men and women of the United States that created the strong and vital nation now known as the United States of America! They did not remind us of this experience of yours and we therefore went through the same mistake in attempting to build up a grouping of sovereign states, none of whom were prepared to surrender any of their sovereignty, many of whom were so small and so weak that they were quite incapable of standing alone and yet they were given a voice equal to the greater nations, but would not relinquish any of their sovereignty for the possibility of finding a common interest among fifty sovereign nations when it came to an attempt to initiate a common policy. That is why the League of Nations failed—fundamentally why collective security was not able to be applied to the problems of the world. From that we emerged and went into a second attempt to provide for a peaceful solution of problems, namely, the attempt to secure a sort of grouping of people and nations who were likely to have a common interest in the pursuit of common problems. We tried to build up what was called the democratic peace front in Europe. That democratic peace front was intended to be in a position of sufficient strength to oppose the aggressive activities of the totalitarian states which had begun to grow up about 1933 and '34. The democratic peace front also failed because the component parts of that peace front were in each case in such a state of actual or potential military weakness that none of the others trusted in the possibility of a successful emergence from a war.

Czechoslovakia had lost the power of using its great fortifications by the outflanking effect of the seizure of Austria by Germany. Those fortifications from that moment became incapable of providing a real military contribution to any possible war.

France had been weakened by the control which Germany and Italy were able to exercise in Spain as a result of the victory of General Franco, in which the air bases in northern Spain could be used by the German bombing

squadrons to deal with the French industrial centers which had been moved to the south of France to avoid the danger of aerial attacks from Germany in the event of war.

Britain was weakened by a long period of inadequate attention to the strength of her military forces, a weakness which we must, I think, blame upon the prime minister who preceded Mr. Chamberlain, the present Mr. Baldwin, who, in the course of his distinguished political life made two major mistakes—one, the neglect of the defenses of Britain owing to a permanent attitude of optimism in a world demanding a pessimistic and realistic outlook; and the second, by his settlement of negotiations with the United States of America under which the original offer of the United States as a bargaining piece, or possibility some four and one-half percent of interest on the debt, was accepted by Mr. Baldwin with such rapidity as to cause consternation among the American makers. It is commonly believed that they were prepared to come down to two and one-quarter percent and when their offer was immediately accepted they felt unable to go back to the state of affairs which would have made the settlement of that debt problem at least a possibility.

And so we find a fourth member—Russia was weakened, or believed to be weakened by the destruction of many of their political and military leaders and by the reportings of her military weakness, particularly the weakness of her air force, the contributing cause of which, I think, was the report of your very distinguished aviation expert, Colonel Lindbergh, who visited the Soviet and then visited Germany and was alleged to have said that Germany was in a stronger position than Russia. So, this Democratic peace front was not in a position to take real action.

In consequence, Germany felt herself able to proceed with the modification of those conditions in Europe which she believed to be unjust to her people by the application of aggressive force in their solution, and when this took the form of demanding the "Deutsch" population from Czechoslovakia, we were compelled to accept the Munich discussions as the only means of avoiding a war in which it was at least possible that we might not have been able to emerge victorious. And let me hasten to assure you that if ever you do become involved in a

war, it is far better to win it than to lose it!

In consequence, we had to find a new formula to attempt to build up peace and we then tried what subsequently proved to be an entirely mistaken policy, but a policy which was necessary for us after the destruction of Czechoslovakia by Germany and incorporation within greater Germany of many millions of inhabitants of Czechoslovakia, who were neither German in thought nor German in race and who profoundly resisted this defeat and incorporation. And in consequence there emerged the political guarantees given by the French and British Governments to Poland, to Rumania, and to Greece; the guarantees which were not at all universally accepted either in Britain or France as either wise or practical. Lloyd George, speaking in the House of Commons with that strength which is so characteristic of his utterances, described these guarantees as demented pledges, incapable of being redeemed and said that had the General Staff been consulted and had they given consent to these pledges, the only thing to do was to confine the General Staff to a lunatic asylum. However, the intention was that these guarantees should deter Germany from further military action in the belief that Germany would not desire to find herself at war with France and Great Britain, and we made the attempt to bring Russia into these guarantees but unfortunately the guarantees were signed before Russia came in.

Now, what was the position of Russia in this matter? They were not prepared to pull the chestnuts out of the Polish fire for France and Britain when they were not certain that they might not be left holding what, I think, President Hubbard described as "the bag", or what we call "the baby", leaving Britain and France free to avoid going into war, because when you analyze the condition you will see that only Russia could participate in a war for the protection of Poland. Britain and France are hundreds and hundreds of miles away from Poland and we have no means of access to Poland for the purpose of protecting that country. Therefore, Russia, with the profound psychological attitude of the distinguished chess players who form the bulk of the Russian population, examined this problem from the point of view of a game of chess and decided that even though the Polish Government feared Germany, they

were dominated by a still stronger sentiment—their hatred for Russia; and while the Polish Government took the point of view that they were prepared to accept the help of Russia in a defensive war, they were not prepared to allow any Russian troops to enter Poland and it seems entirely reasonable that the Russians should take the point of view that to fight for such an ally was hardly desirable from the point of view of Stalin. Therefore, they took the obvious line of entering the war on another part of the chessboard and came to an agreement or pact with Germany.

And those four points in pre-war history—failure of the League in a collective security, failure of the Democratic peace front, failure of the guarantees, and failure to create a pact between Britain and France on the one hand and Russia on the other—represent the failure of the attempt of the politicians and statesmen in Europe to provide for a peaceful solution of the differences which existed.

Let me remind you of the position in Poland. Poland was a nation created at the time of the peace treaties. The suggestion for the creation of Poland came from the German Government when they requested that there should be a small buffer state between Germany and Russia. This buffer state became modified as the result of the Treaty of Brest-Litovsk, under which Lenin, suffering severely at the hands of the Germans in the latter stages of the war, decided that if he wanted to preserve the Russian socialist regime, he must make peace on any terms available. He consequently made peace with the Germans by the sacrifice of the whole of that western part of European Russia which then became Latvia, Estonia and Lithuania, and the eastern part of Poland; and then the peace treaty makers added to Poland, in order to annoy the Germans, the western part of Poland or the provinces of Pomorze and Posen.

You can see at once the unity of interest between Germany and Russia to destroy Poland which had been created at the expense of both the Germans and the Russians. That I think will explain why it was possible for two nations having entirely different ideological outlooks to come together for a common and limited purpose, namely the destruction of Poland; and it is interesting in analyzing what Russia did in this connection to notice that while the original delimitation of Poland divided that country equally

between Russia and Germany, yet Russia, when the later frontier delimitation was made, was found to have given up all the center of Poland, including Warsaw, to Germany. Why—because she was sacrificing the part of the center of Poland which was not in any way Russian, purely Polish, knowing that when the eventual peace is signed and we reconstitute a buffer state in Poland it will be Germany which will have to give up the part of Poland which she has seized and Russia will not have to give up anything. What a lesson in the application of our demands in this modern world only to those interests which are of the citizens of the country we represent! What a lesson in never overstepping the actual interest of our own country in an attempt to dominate or to punish some other country for some really oppressive grievance! If that lesson alone is learned, as I believe it will be learned, when the new peace comes to be signed, it will be at least possible that we may find some basis for a desirable and a just state of affairs in the future Europe and the future world.

. . . And then again, how interesting that at the moment when Germany had Poland apparently in her hands, with access at least to the five or six hundred thousand tons of oil production in Galicia that Russia should have stepped in and taken over to the Russian controlled area the whole of that oil supply. What could be the reason for that but that Russia had no desire to see the economic position of Germany strengthened in the present state of stress in Europe, and it was also the fact that Russia secured as her share of Poland the whole of that part of Poland which abuts on the Rumanian frontier. There can be no doubt but that it was the intention of Germany to march through Poland into Rumania for the purpose of seizing the Rumanian oil wells. And now we find her barred from that part by the simple fact that the whole Rumanian front is a part of Russia and the result is that we find Russia building up and strengthening her position on the eastern part of Poland so that when peace comes, there is little doubt that it will be quite impossible to include in a new Poland that part of that country which has now been taken over by the Soviet Union.

These facts are of extreme interest in reminding us that we should attempt to study the history—the racial history, the political history, the eco-

nomic history—of these countries, if we are to try to understand and to prophesy for ourselves as to what is a just solution.

Consider one factor alone in this matter which is not generally understood—the extreme poverty of the Polish peasants. I myself have spent months in the poorest parts of the rural areas in Poland. I have seen whole families in villages working at such jobs as the sewing of waistcoats and trousers for which they received for twelve hours' work pay equivalent in purchasing power to about three American cents—for the family, not for the individual, and you will find families who have never in their lives tasted meat. You will find families who live from week to week, if they are fortunate, on potatoes; if unfortunate, on potato peelings; who may have a herring a week if they are rich and who boil the herrings in water and retain the water to boil the potatoes because it is the only salt they are able to afford. These are the people living on such small pieces of land that they have not been able to get a living and who are likely to prefer a Russian regime which has already divided the land previously held by the proprietors in Poland.

These facts will help to understand the solution of the Polish problem in the future. The effects of the pact were of course seen in the belief in Germany that neither France nor Britain would dare to go to war on such circumstances. Our commitments were such that we could not draw back and the reasons for giving the guarantees remind us of the reasons for going to war, namely the impossibility of continuing to accept a state of affairs under which force was used to settle international difficulties instead of the method of the round-table conference of open discussion of a just solution. That is why we had to resist by force the threat and the use of aggression. Germany hoped to gain from this Russian pact very considerable material aid, but that material aid, I venture to predict, will not in fact be forthcoming for reasons which to men and women engaged in business engaged in the task of productivity will be self-apparent. The realization that the expanding industrialization demands the utilization inside Russia of an ever increasing percentage of her own products and raw materials leaves, therefore still less available for export and so makes it improbable that any important per-

centage of Russia's production of raw materials will be available to make up the deficiencies in the economic position of Germany.

My last words must be to give you an idea of how we shall solve this war problem. It is the inevitable position of the aggressor nation that the aggressor nation must attack and in conditions of modern war, the defense is so infinitely stronger than the attack, that we are perfectly convinced that we can defeat any such attack which Hitler will have to make and defeat it with such a crushing of the German war machine that there must be the application for peaceful terms by the German people against whom we have no feelings of enmity, for whom we have only feelings of respect, but who we feel are being used by a great aggressive and dangerous machine in the disturbance of the peace of Europe and the world. Therefore, you may expect no spectacular adventures on the part of France and Britain on the western front. We shall hold these immensely strong lines and we shall allow the attack to develop against them—an attack which will break itself by the very strength of the defenses which are being created and if Herr Hitler does not attack or advance immediately, the lack of necessary raw materials for German industrialization will bring an end to a state of hostilities which today is vitally dependent upon the machine, on the modern mechanized weapons of warfare far more so than at any time in the past.

. . . What we ought to avoid is the turning of a limited war—a war limited to military objectives—into a war on civilians, women and children who are taking no part in the military machine. We are not going to start such a war but if Germany, infuriated by the failure of their military attack, decides to enlarge the scope of this war to an unlimited direction, we shall then retaliate not upon women and children, but upon the great industrial centers of the western part of Germany, the Ruhr Valley, the area producing the very machines upon which Germany is dependent and which are so amazingly conveniently placed for air attack by Britain and France. Hardly could Germany have been designed to be destroyed from the industrial point of view in more convenient positions. We hope that will be avoided. We hope that the continuance of this war on a limited basis may convince people, may convince those

(Continued on page 18)

AN ADDRESS

By His Excellency, GOVERNOR RAYMOND E. BALDWIN

MR. PRESIDENT, guests and members of the Association. I am very grateful to your President for that very generous introduction of me and I wish that I can prove conclusively to all of you that I am worthy of it. As a matter of fact, it was given by a very generous old friend of mine who would resolve all doubts in my favor.

That reminds me that, after all, a governor is more or less all the time a victim of introductions. I went to the Eastern States Exposition at Springfield a month or so ago and the man who introduced me did not have much time. He thought he would include all he could in the time allotted so he said—we are very grateful to the state of Massachusetts for giving us the opportunity of having this wonderful building here. They have cooperated with us in every way. They have given us the land, connected the electricity, provided us with water, improved the street. In fact, we had very little to do when we moved in. In fact, all we have to do is turn on the gas, and it gives me a great pleasure to introduce His Excellency, the Governor of Connecticut.

A friend of mine told me that while he was speaking he was very much annoyed by a man down near the front who sneezed and coughed. Finally he stopped and said—Are you catching cold? No, he replied, I am just allergic to hot air.

But I do say to you that it gives me a great deal of pleasure to be here today.

I believe that Connecticut industry is setting a real example for good to this nation and in that it is not departing from its plan or from its promises. And before I go on to say a little bit about what we are trying to do here in Connecticut and what I think we have accomplished I want to thank you—all of you who have been cooperating to make this state of ours a better, happier place to live in and, yes, a better place to work in too.

Word of what you, the manufacturers of Connecticut, are doing—word of what we are doing, here in Connecticut—is spreading rapidly.

We have gone through an era of confusion and fear.

The people of this state—this coun-

try—have been gripped, these past few years, by an unreasoning fear. And that fear has been fertile ground, not only for all manner of experiments and theories, but for (as well) all manner of prejudices and suspicions.

The manufacturer—the leaders of business and of industry have been the targets of those prejudices—that hostility—that suspicion. We have had an economy of fear. But here in Connecticut—what we are trying to do is—we are returning to an economy of productive effort.

I think we are all, more and more, coming to realize the fact that the part government plays—the only part government can play effectively—in the economic picture is, largely, a psychological one.

Government can not actively participate in business or industry. Government, to contribute effectively to the economic welfare of the state or nation, can only encourage business and industry.

A negative position is not enough. It does not do for government in the name of social Reform, for example, to prohibit business and industry from doing certain things. Prohibitory reform is not enough.

If we are honest with ourselves (and I think we, here in Connecticut, are to a marked degree)—if we are honest with ourselves, we will admit that there are—very well may be—many things that need changing. But the way to progress lies, not through prohibiting the wrong things alone, but in encouraging the right ones.

The whole set-up of government is wrong when government has its basis in prohibition—in discouragement—instead of encouragement.

It has always been my belief that the majority of people—the vast majority—is fundamentally sound.

Most people are honest.

Most people respect the rights of others.

Most people believe in thrift, in industriousness—most people want to do an honest day's work for an honest day's wages.

It has been my belief, and it is still my belief, that most people want a Government that encourages—actively and by example encourages—these things.

We are trying, here in Connecticut, to bring about that point of view.

We have tried, and shall continue to try, to encourage business and private industry.

Early this year, we coined our slogan—

"There is no substitute for a good job!—a good job in private industry!"

Your president has mentioned it this morning. It may be an old story but I am going to continue to talk about it.

That, I think, sums it all up. There is no substitute! "Relief" is no substitute. "WPA" is no substitute. There is no substitute for a good job in private industry! And it is Government's job to do everything in its power to encourage business and private industry to make those good jobs possible.

Any other theory of Government is—must be—unsound.

Because jobs—good jobs in private industry and business—are the livings of the people.

If we discourage business and private industry, we discourage jobs—and if we discourage jobs, not only business and private industry suffer, but the whole people.

Of course, there was immediate reaction to our slogan.

Let me read you something from the Winston-Salem (North Carolina) "Journal and Sentinel"—an editorial—it says:

"Recently, Governor Baldwin of Connecticut offered a slogan for his party, which he called 'the issue of 1940'. Here is the slogan: 'There is no substitute for a good job in private industry.'"

"That was all.

"The voters will want to know how the Republican Party proposes to provide jobs in private industry before they will cast their lot with the G.O.P."

That is a good way of looking at it.

Well, I would like to read you now an Associated Press dispatch, dated October twelfth, from the Hartford "Courant"—just a small item—(although it was printed on the first page, I doubt that it received much attention)—

"WASHINGTON, Oct. 12—(AP)—The Works Projects Ad-

ministration reported today that there were 1,833,202 persons on work relief rolls as of October 4—an increase of 43,588 over the previous week. In Connecticut, there were 17,568 on the rolls—a drop of 337 from the previous week."

In other words—in other states, a total of 43,588 persons went on "relief" the week ended October 4. That's an average of something over 900 persons for each of the 47 other states.

In Connecticut 337 came off.

Let me point out to you—I quoted the Winston-Salem "Journal and Sentinel's" editorial, primarily, to demonstrate to you the need for straight thinking—

The "Republican Party" is not going to—indeed, can not—"provide" jobs in private industry.

Nor can the Democratic Party.

Nor can Government—

Our national government can not do it. Certainly, I make no pretense that our state government, here in Connecticut, can do it.

Jobs—good jobs in private business and industry—can be provided only by private business and industry.

I reiterate—all that Government can do—the very utmost that government can do—is encourage business and private industry to make those good jobs available.

Gentlemen, I take my hat off to you for what you have done here in Connecticut. I think you have done a great job and I hope that it continues. I say again, the most that government can do is to encourage business and private industry to make those jobs available.

That, I think, carries with it its corollary:

You can not encourage business—
you can not encourage industry—
unless you encourage production.

You must encourage production, further, because only through increased production do new jobs become available. Only when production picks up does employment pick up.

And yet—as you all know, the prevailing theory of government has been just the contrary.

We have, in effect, an economy of scarcity instead of an economy of production.

Now—it is entirely possible that the picture will change, despite "prevailing theories," because of international affairs—because of the war.

Let me say here—I do not believe the manufacturers of Connecticut—nor the manufacturers of any other state—want war. That is what I believed

when I wrote it a few days ago. I just had it confirmed here on your action, upon which I congratulate you most heartily.

"War orders," American Industry has learned through sad experience, are no blessings.

War manufacturers are not productive manufacturers—they are destructive. They do not make for a sound recovery. They do not make for a sound economy.

American industry has not yet recovered from the disastrous after-effects of the last "war boom". I do not think American manufacturers—Connecticut manufacturers—want another "war boom" now to add to their difficulties.

Certainly I think we here in Connecticut should prefer, rather than any "war boom," the slower, steadier, surer—yes, and admittedly harder—road toward a sound economy.

We do not want a "war boom" that will put thousands of unemployed back to work—yes—but only, later, when the war is over, throw them out of work again.

We do not want a repetition of the past decade. American industry—our economic system—might not stand the strain.

No—I think, rather, we here in Connecticut, and business and industry elsewhere throughout the nation, would prefer to work our way forward to recovery and prosperity through sound, productive enterprise—

By encouraging private enterprise in every field of productive effort!

Here in our own state, we face very definite problems:

We have tried and will continue to try, to provide, here in Connecticut, "a friendly government"—a government friendly to business, friendly to industry—openly, militantly friendly to business and private industry, because we want to encourage business and industry in this state.

We want to encourage jobs!

Now, we knew, when we launched this program—we realized that we were "taking a chance on" industry and business—

All very well for us to announce "a friendly government" . . . all very well for us to balance our budget, arrange to pay our debts, turn thumbs down on any new state taxes to add to the businessman's and the workingman's tax burden—

But would industry and business—would you manufacturers be encouraged?

Would our efforts to give business and private industry the right sort of government bring results?

That was the question—and, quite frankly, there were some who predicted we would find that we were "backing the wrong horse."

Industry and business would not respond, some said.

Industry and business could not respond, others declared.

For, after all, Connecticut is only one little state out of forty-eight—what little our state government can do for business and industry is only "a drop in the bucket" compared to what the federal government can do to recovery.

But let me say to you now—I never doubted—I never doubted the reaction of our Connecticut manufacturers and business men.

This state of ours has been a manufacturing state since this country's beginning. Our factories—the little factories that have their being in our towns—the "big fellows" whose smokestacks make a latticework against our city's skies—our factories are as integral a part of our lives, our people's well-being, as our schools and churches.

There is public confidence, I think, there has always been public confidence, in the manufacturers of this state. And you, the manufacturers have not betrayed that confidence. The state appreciates your many contributions, individually and collectively, to the public welfare.

To those of you who are here today, who are actively participating, now in the statewide movement towards re-employment—towards putting our Connecticut people back to work—I want to express my sincerest appreciation and gratitude.

I feel, sincerely, that if we here in Connecticut—if industry here in Connecticut—can show the way, we shall be performing a service of inestimable value to the nation.

Let the nation learn from Connecticut. As the President indicated in his address, a lot of the ideas in our federal constitution came from Connecticut.

Let the nation learn again from Connecticut!—"a friendly government" plus the business and industrial confidence that that engenders—and that is the only sound way to recovery!

That is the way back to work!

And I suspect that there may be some here among you—many here

among you, I hope—who are here for the first time—newcomers to Connecticut!

I am proud, and very happy, to say that word of our "friendly government" has spread, and is still spreading, bringing new industries, new factories, to our state—the kind that you men would want to have here—the kind who will be guided by your ideas.

To all of you who have come here to make your homes with us, I want to extend Connecticut's and my own personal welcome.

Here in Connecticut, we are all working shoulder to shoulder in a common purpose. The welfare of our towns, and of the people in them, is reflected in exact proportions to the welfare of our Connecticut industries, our factories and places of business.

The Winston-Salem "Journal and Sentinel" referred to our slogan—"There is no substitute for a good job!—a good job in private industry!" as a "party" slogan.

It is not. It is the slogan of all Connecticut—the slogan of all the thousands of our Connecticut citizens who ask only what is every man's and every woman's right in this state—what has always been every man's and every woman's right in Connecticut—

The right to a place in the scheme of things!

The right to be self-supporting, self-respecting, producing members of their communities!

You, the manufacturers, the employers, of this state, hold in your hands the welfare, the happiness and the future of this state of ours. The people of this state are coming rapidly to the realization that their welfare is dependent upon yours. Government, in this state is here to serve you because you serve them.

I want to say to all of you that my door, up there at the capitol, is always open. We are trying, up there, to do a job for Connecticut. We do not pretend to know all there is to know. I will appreciate, whenever the occasion arises, not only your advice, but also your criticism. We have taken a long step forward, here in Connecticut, and we shall continue to go forward, I know, to make this state of ours the finest state of all to live in.

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HIGHLIGHTS

(Continued from page 6)

lished elsewhere in this issue. For lack of space Lord Marley's answers

to questions at the close of his talk have not been reproduced.

The final feature on the program was the staging of an hilarious comedy play—"Good-bye Again"—by the star cast of the Little Theater of Hartford.

THE NEW INGREDIENT

(Continued from page 12)

around by cheap politicians with fanciful concepts which deviate from the truth.

In times such as these, there is an instinctive tendency on the part of the people to look to men of capacity and experience, to men who know how,—not to Brain Trusters and economic kibitzers—to get out the production needed in times of emergency. I say that here is your opportunity to do something useful, to encourage our free enterprise, and preserve our domestic system. You should seize the opportunity and make the best of it.

Editor's Note. Nine paragraphs deleted for lack of space. Periods denote omissions.

EUROPE 1939

(Continued from page 15)

concerned, that war is a futile method of solving international disputes, may lead to the elimination of war in the future, and by not attempting to win the war, but merely securing the fact that Herr Hitler himself cannot win the war, we can, I think, lay the foundations for that just peace in the creation and building of which we sincerely hope that the United States will give us their advice and assistance when the time for peace comes!

Editor's Note. Few omissions marked by periods.

THE BABCOCK PRINTING PRESS CORPORATION

(Continued from page 3)

and magazine work. Another early development was the cutting and creasing press for cutting and creasing

folding paper boxes. The Babcock design had an immediate acceptance among paper box manufacturers and hundreds of this type have since been sold not only in America but also abroad.

When two color presses came into vogue, the company designed and built a two color sheet-fed rotary press in order to take full advantage of the rapidly expanding magazine field in which this type of press soon became predominant. In 1904, the demand for Babcock presses was so great that the company had to "farm out" the construction of a substantial volume of its business with the Standard Machinery Co. of Mystic and the Naragansett Machine Co. of Providence, Rhode Island.

Summary

Through 57 years of vicissitude and peak business the Babcock name has stood high in printing and publishing circles. Its lowest ebb was in 1937 and its peak flow was attained in 1928 when sales volume passed the million dollar mark. The company's reputation was made on flat bed presses which sell in a range from \$1,500 to \$30,000. The prices for the new multi-color special presses reach a figure many, many times the top cost of a flat bed press.

Since the earlier years Babcock presses have been sold abroad through agents. Among the foreign cities and countries where Babcock presses have been sold are: Holland, England, Scotland, Ireland, France, Belgium, Australia, Nassua (Bahama Islands), Cuba, South America, Dutch East Indies, India, Finland, Italy, Japan, Mexico, China, Portugal, South Africa, Porto Rico, Philippines, and Alaska.

The company under the name of the Babcock Printing Press Corporation, has been on the "comeback" road since January last year. From a payroll of some \$2,000 a week and low employment of 70 its payroll has mounted to around \$9,000 a week and total employment of some 300. This new advance by one of Connecticut's "good name" companies must be credited to the initiative and management qualities of Noah MacDowell, Jr. the present president, aided by his associates H. W. Faerber, vice-president and treasurer, T. J. Reilly, secretary and assistant treasurer and a loyal group of veteran employes and younger skilled workers.

NEWS FORUM

New Haven Developments Announced. The Industrial Development Committee of the New Haven Chamber of Commerce has announced recent industrial gains as follows: The Elm City Garment Co., manufacturers and contractors of pajamas, housecoats and undergarments (men's and women's) started operations in 5,200 square feet of floor space at 441 Chapel Street, in October.

A branch of the Triplett Electrical Instrument Company of Bluffton, Ohio, started the manufacture of heat measuring and airplane instruments in New Haven, November 1.

The Coca-Cola Bottling Company of Connecticut has purchased the property at 53 Middletown Avenue, comprising 105,000 square feet where it plans to construct a \$250,000 modern building to be used as a general bottling and distributing center for its products. Work on demolition of the brick one story building and garage on the land was started November 1.

The name of the F. M. S. Company, a recent acquisition to West Haven which produces abrasive grinding wheels, was changed to the Fuller Merriam Company by a vote of the stockholders at a special meeting November 1.

Germany Lengthens Working Day. Following close on the heels of the publication of the study by Messrs. Rucker and Pickering which, among other things, assails the uneconomic features of the wage and hour act and Walsh-Healey Act, the German Government has changed from an eight hour to a ten hour day, but without additional compensation except for a slight allowance being made on taxes

of workers. Although forced to expand hours because of the necessity of producing the ever-increasing amounts of war supplies, a parallel is to be found in America during peace times when it is so necessary to increase purchasing power through the distribution of larger pay envelopes in return for greater productivity rather than less.

Labor Policy Needs Change. In a recent study made by Allen W. Rucker, a Boston economist, and N. W. Pickering, economist and president of the Farrel-Birmingham Company, Ansonia, the authors claim "The legislation and pro-labor policy of the Administration now causing the steady advance of average factory wage rates in the face of a declining or stationary farm price level, simply intensify the price distortion now current. If, as the circumstances attending the present position of farm commodities strongly suggest, farm prices and income will not soon be raised and sustained by war-time demand, the distortion of industrial prices will retard if not prevent any widespread and protracted recovery in the near term.

"Federal legislation is exerting terrific pressure to force up wage rates... both the Walsh-Healey and Fair Labor Standards Acts permit no expansion in working hours, the time-honored method whereby labor could increase its income per week and per year with better business and advancing food prices. The current reduction in the working week to 42 hours automatically diminishes the present income of those now fully employed, virtually compelling them in self-defense to demand higher wage rates as an offset."

In proof of their contention, the authors point out that France tried

a New Deal along the lines of our own, but found that while the nation might endure for some time the evil effects resulting in a time of peace, it could not do so with war impending. The New Deal was scrapped by giving the Premier dictatorial power to do so, the foolish and uneconomic wage rate structure revised and the deadly 40-hour week abandoned.

This new study No. 33 in a series, may be obtained free in single copies; any number up to 25 copies at 10 cents each; up to 50 copies at 9 cents each; up to 100 copies 8 cents each; up to 200 copies 7 cents each; and over 200 copies at 6 cents each by addressing the Farrel-Birmingham Company Inc., Ansonia.

Hodshon-Berg Revives Flag Raising Custom. The Hodshon-Berg plant of the Hat Corporation of America has recently revived an industrial custom which fell into some disuse during the depression, by inaugurating the raising of a new American flag over its plant daily.

In raising the flag for the first time on October 23, J. E. Moody, manager of the plant, declared: "Today, with the troubles in Europe, and the pride with which we should work in this country, it is not only fitting but it seems to us a real pleasure to fly the American flag over our factory. Throughout the country, associations of manufacturers and leading industrialists are putting into practice not only American working conditions within plants but also flying the American flag on their plants. It is good for pride and morale.

"It is our belief that our employees are proud to work in our plant and



Greetings and

The sunshine of life to you and yours
all through the Christmas Season
and the New Year.

ROBERTSON
PAPER BOX COMPANY
MONTVILLE, CONN.
NEW YORK OFFICE
4201 CINCINNATI
NEW YORK

proud to be working under the American flag."

The Hodshon-Berg plant is one of a number which has recently revived this good old American custom. Graham Anthony, president of Veeder-Root, Inc., Hartford, and director of the Association, is believed to be the first Connecticut executive to reinstate the flag raising custom at his plant. Subsequently he recommended that action to others through the medium of the Manufacturers' Association of Connecticut.

Ettinger Speaks to Greenwich Accountants. Mr. Virgil P. Ettinger, of Prentice-Hall, Inc., New York, was the chief speaker at the last meeting of the Greenwich Chapter National Association of Cost Accountants held Tuesday evening, November 21, at Rich's Restaurant, Post Road, Old Greenwich. He addressed the meeting on the subject of "Latest Developments in Taxation."

The regular semi-monthly directors meeting preceded the dinner at 6:30 p. m. and the meeting at 7:45 p. m.

Tax Rule Revision Expected. Recent word from Washington indicates that serious consideration is being given to a revision of T. D. 4914 pertaining to "unreasonable accumulations" under Section 102 of the Internal Revenue Code. The rule advanced in T. D. 4914 provides that corporations which distribute less than 70% of earnings may be required to prove that the corporation was not used to enable its shareholders to escape individual income surtaxes. The effect of this rule was to keep in force the principle of the undistributed profits tax in face of the repeal of that tax by Congress.

The matter has been brought to the attention of Undersecretary John W. Hanes of the Treasury Department and some revision of the rule in T. D. 4914 is to be expected.

New Advertising Council Formed. The Industrial Advertising and Marketing Council of Connecticut and Western Massachusetts received its charter at a meeting held November 9 at the Hotel Elton in Waterbury, Connecticut. It became the 19th chapter to be added to the National Industrial Advertisers Association, an organization made up largely of industrial advertising and marketing men who are attempting through various discussion

THE WITCH'S BREW



meetings to improve the technique of industrial advertising and marketing.

The Connecticut - Massachusetts Charter presentation was made to E. V. Creagh, president of the Council and Sales Promotion Manager, American Chain and Cable Company, Bridgeport, by H. V. Mercready, vice president N.I.A.A. and Advertising Manager, Magnus Chemical Company, Garwood, New Jersey. The chief speakers of the evening were: Charles McDonough, president of the National organization, and David F. Beard, sales manager, Direct Mail Division of McGraw-Hill Company. Mr. McDonough pointed to the fact that the last two chapters to be added to N.I.A.A.—the San Francisco Chapter on the Pacific Coast and the Connecticut and Western Massachusetts Chapter on the New England Coast—symbolized the national scope of the organization. Mr. Beard spoke on "Direct Mail in the Laboratory," giving factual data on "what did work and what did not work" in direct-mail campaigns involving some 6,000,000 letters per year based on elaborate and thorough "laboratory" tests. Charts

and cartoon drawings were presented to illustrate each test.

Directors of the organization include: G. M. Fletcher, Stanley Works, New Britain; T. V. Busk, Farrel-Birmingham Company, Ansonia; D. M. Davidson, Fafnir Bearing Company, New Britain; and G. P. Loneragan, The Bristol Company, Waterbury, Connecticut. Although the Chapter was organized to provide for a common meeting of minds among men who handle industrial advertising in both Connecticut and Massachusetts, the present membership consists largely of men engaged in such activities with Connecticut manufacturing concerns. Industrial advertising men who seek to become affiliated with this chapter should communicate with one of the directors.

Fuller Brush Film Released. A thirty-two minute sound film depicting the highlights of Mr. Alfred C. Fuller's early and subsequent pioneering in the production and sale of brushes for home and industrial use as well as many of the leading processes

of manufacture in the plant, was just recently completed by Castle Films of New York. The initial showing of the film was run off at the Central Theater, West Hartford on Saturday morning, November 11 with several hundred employes and invited guests in attendance. The company planned first to show the film to its dealer salesmen throughout the United States to give them a more thorough understanding of the various development stages and intricate production processes that have kept the company in the top rank among brush manufacturers of the nation.

After the film has been shown to all Fuller dealers, it is expected later that the company will continue its educational program by releasing the film for free showing by various service clubs, chambers of commerce, manufacturers associations and other organizations, most of whom are seeking various entertainment features, especially those with the industrial and public relations "touch."

Starting off with gusto, showing great herds of sheep and cattle in numerous episodes at a rodeo, the dramatization of the company begins at President Fuller's desk, where he explains that the purpose of the picture is to acquaint Fuller employes and dealers with the intimate background and history of the organization as well as the infinite pains that have been and still are being taken to produce the highest quality products at the lowest possible cost under the most ideal working conditions obtainable through the application of a continuing program of research and development. The picture leads on step by step from raw material stages through the various production processes, the packing and shipping room to the door of Mrs. Average Consumer. By a clever mixture of dramatic shots contrasting old hand methods with the later highspeed special machine production methods spiced with "highspots" of the company's history, the film provokes a continuing interest from start to finish.

Although conceived purely as a tool to promote the sale of Fuller products it should also prove to be an asset in the promotion of a sympathetic understanding by employes and the public of the worthy objectives of the management.

Service clubs, associations, Chambers of Commerce or other organizations who desire to combine entertainment with an industrial-educational

feature, should communicate with the company's advertising department in Hartford or with the Association.

★ ★ ★

Omission. In a news note entitled "Stanley Building New Office" which appeared on page 11 in the November issue of CONNECTICUT INDUSTRY, the name of the architect for this unusual office building was omitted. The architectural firm is Moore and Salsbury, West Hartford, headed by Maxwell Moore, son of E. A. Moore, chairman of the board of Stanley Works.

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American Mutual Declares Six Hundred and Fifteenth Dividend.

The American Mutual Liability Insurance Company advertiser in CONNECTICUT INDUSTRY for the past 12 years, has recently declared a dividend of 20% on all policies terminating during the period from January 1 to January 31, 1940, the terms of which have been complied with respecting the payment of premium. This is the company's 615th consecutive dividend of twenty percent or more which has been returned to policyholders.

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Snow Honored by Employes. Levi T. Snow, president and treasurer of the Snow and Petrelli Mfg. Company, New Haven was honored by a testimonial dinner given by the employes at the New Haven Country Club, Wednesday evening, November 8. The dinner was given as a spontaneous effort on the part of some 40 workmen who had served the company for 10 years or more. All of these employes were company stockholders by virtue of the fact that the Snow and Petrelli Mfg. Company has had in operation since 1924 a profit sharing plan whereby the employes become stockholders of the company after four years of continuous service.

A beautiful marine type clock was presented to Mr. Snow in memory of the occasion.

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Outlook Bright for New Britain Machine. Net earnings of around \$300,000 for 1939 were estimated for New Britain Machine Company by President Herbert H. Pease at a recent meeting of stockholders, where retirement of preferred stock and issuance of 35,000 more common shares was approved.

The new common is to be issued 1 for 3 at \$25 to present holders and will give the company sole capitalization of 140,000 common shares. A total of

7,024 shares of \$7.00 preferred shares in public hands will be called as of January 1, 1940 at 105 and dividend.

Balance of the proceeds of the new stock will bring working capital up to \$2,000,000 with \$800,000 cash. The company now has a backlog to carry operations through next May, and is operating two shifts. The new set-up will save an estimated \$50,000 annually in prior dividend requirements.

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Connecticut Telephone Gets Large Order.

The War Department has recently placed a contract with the Connecticut Telephone and Electric Corporation, division of Air Devices, for 21,000 field telephones said to cost \$526,365.

This contract, part of the national defense expansion program authorized by the first session of the present Congress, is the largest order of its kind placed by the War Department since 1918. The Connecticut Telephone and Electric also expects to receive two or three smaller contracts from the War Department in the near future.

Execution of the larger contract has caused the company to order a number of special tools and machines which are expected for delivery early next year. Employment is also expected to be increased by approximately 75 persons when execution of the contract gets under way in February.

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American Thread Gives Wage Increase.

The Willimantic Mills of the American Thread Company recently announced a 7 percent increase in all day and piece work wages at the plant, thus benefiting approximately 1,900 employes. The wage increase is subject only to adjustments made October 23 in accordance with the minimum wage order of the Federal wage and hour division of the United States Department of Labor.

★ ★ ★

Directors Study Made by N.I.C.B.

The National Industrial Conference Board has recently completed a study on "Prevailing Practices Regarding Corporation Directors" which has been reported in its Management Record Supplement No. 2 in the series of studies in administrative control. Because Connecticut Industry believes that industrial executives may be interested in a summary of this data furnished by 357 manufacturing and 148 non-manufacturing companies, it is reprinting the Conference Board's summary of the report as follows:

"1. Most companies with assets of less than \$50,000,000 had fewer than ten directors, while the representative board of the large companies consisted of from ten to fourteen members. Annual election of directors is the usual practice.

"2. The typical director is a man of about fifty-six years of age who has served about nine years. There is almost an even chance that he is an officer of the company. If an outside director, he is probably a banker or financier.

"3. The principal reasons for the inclusion of directors on corporate boards are: (1) knowledge of technical details of the business, (2) an important stockholder or a representative of one, and (3) sound executive judgment.

"4. As a rough measure of the extent to which corporate board members fulfill their duties, attendance figures show that 64% of the directors of manufacturing companies were present at four out of five meetings or better in 1938, while in the case of non-manufacturing concerns 55% attended four or more out of five meetings. The average number of meetings for manufacturing companies was about eight, while for non-manufacturing companies the average was eleven.

"5. Only 7.3% of the directors included in this survey received \$1,000 or more in 1938 for their services as board members. The average director received \$285 during the course of the year, and the usual fee for attendance was \$20 per meeting. However, 63.1% of the 501 companies giving information on fees give no special compensation to employee directors.

"6. Shareholders of individual directors are relatively small, and the financial stake of the average board, even as a unit, is not large. For manufacturing concerns, the average holding of a director is less than 1% of the outstanding capital stock, while the board as a unit holds around 25% of the aggregate voting stock. For non-manufacturing concerns, individual directors usually hold less than 1% of the capital stock, but board holdings are generally less than 5%.

"7. With regard to the question of public representation on corporate boards, only 12.9% of those answering approved the idea. However, 36.4% agreed that it would be desirable in the case of public utilities.

"8. Indemnification of directors in the event of suit was favored by 75%

of the companies replying. Such a provision, however, would not cover cases that might arise from negligence on the part of board members.

"9. Of the companies expressing an opinion on the advisability of leaving the selection of auditors in the hands of the board, 73.5% agreed that this should constitute one of the duties of the directorate. Less than 3% would permit management to select the accounting firm."

Association members desiring a copy of the completed report should communicate with the editor.

★ ★ ★

Association's Books Audited. The annual audit of the Association's books and accounts for the fiscal year starting November 1, 1938 and ending October 31, 1939, has recently been completed by the accounting firm of Touche, Niven and Company.

A copy of the audit is available for inspection by Association members at headquarters in Hartford.

★ ★ ★

Nichols Gets McGraw Award. Louis M. Nichols, comptroller of the General Electric Supply Corporation of Bridgeport, has recently received the James H. McGraw award, wholesalers medal for 1939. Mr. Nichols, fifth recipient of the medals since 1925, was honored "in recognition of his contribution to the advancement of the wholesaling branch of the electrical industry, through his comprehensive study of the cost of distributing electrical products and his supporting counsel to the Commodity committees of the National Electrical Wholesalers Association."

The James H. McGraw awards, founded 15 years ago and presented to 34 men in the electrical industry, includes a purse of \$100 in addition to the medals.

★ ★ ★

Bridgeport Brass Makes Oil Devices. Exclusive rights to an oil filter and oil dilution extractor designed to enable motorists to operate their cars until they are ready to turn them in without changing oil, has been acquired recently by the Bridgeport Brass Company for immediate manufacture and sale. The two devices, both of which were introduced some six years ago, but were limited in use to operators of large fleets of trucks, will provide substantial savings in oil, gasoline savings of from five to twenty per cent and reduction in motor maintenance cost by as much as 50 per

cent, according to estimates of the Brass Company engineers.

Both products are patented and will be sold under the trade names of "Oil-dex" and "Filtrex." Under the Brass Company's plan of distribution, the sale of these products will not be limited to truck owners, but will be available to private auto owners.

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Prentice Speaks to Middlesex Foremen's Club. George E. Prentice, president of The G. E. Prentice Manufacturing Company, New Britain, manufacturers of the "zipper" slide fastener, told a meeting of the Middlesex County Foremen's Club late in October of his three-months' trip to New Zealand and the South Pacific. He showed moving pictures of his 9,000 mile journey in New Zealand, Hawaii, Pago Pago and the Fiji Islands. The movies covered every stopping place, and included the natives, their gardens, flora and fauna, mountain ranges, lakes, resorts and volcanoes.

★ ★ ★

Edward Ingraham Reviews Bristol History on Air. Edward Ingraham, president of The E. Ingraham Company, Bristol, recently interviewed over the air by H. F. Morse, publisher and Elliott Lee, editor of the Connecticut Circle magazine, told at length of the interesting background history of Bristol. His talk was broadcast over Station WICC, Bridgeport.

Among Mr. Ingraham's most pertinent comments about Bristol were: "It is interesting to note that nearly all of the modern industries of Bristol originally came from the clock business. The large spring business of the Wallace Barnes Company, Division of Associated Spring Corporation, had its origin with the manufacture of clock springs. The first Bristol coil spring-maker appears to be Edward L. Dunbar, founder of the Dunbar Brothers, Division of the Associated Spring Corporation. The Bristol Brass Company is a direct development of Bristol clockmaking. When the clockmakers of Bristol changed from wooden to brass movements, Waterbury was the source of the raw material. The Waterbury brass mills were not always in a position to take care of local requirements, and as a result the Bristol Brass Corporation was organized under the direction of Elisha N. Welch.

"The history of Veeder-Root also goes back to early Bristol clockmaking, for Joel H. Root, founder of the business, commenced as a manufacturer of clock trimmings. Session's industries

are also related to early clockmaking, since the foundry business was originally established by Elisha N. Welch to cast iron clock pendulums.

"Bristol's largest industry, the New Departure Bell Division of General Motors, was brought to Bristol as the result of a conversation between the Rockwell brothers, founders of the New Departure, and William S. Ingraham, treasurer and general manager of the E. Ingraham Company. The business was originally known as the New Departure Bell Company, and Mr. Ingraham suggested that since they were planning to use clock mechanisms in making their bells, they should start their business in Bristol. The vast New Departure business commenced in a small rented space in the old H. C. Thompson Clock Company in Bristol. When the New Departure Company left the H. C. Thompson factory, it moved to the former George A. Jones' clock factory. This building is still being used by the New Departure, which has now grown into a vast network of buildings.

"The new industrial High School opened this fall in Bristol will be a training center for skilled help so essential to local industrial production. Bristol's educational system has always been on a high plane, and the opening of the Industrial High School in a former local factory building indicates the cooperation of Bristol's educational system with its business life.

"While Bristol's industries are the basis of her activity, her citizens have never measured success in dollars and cents, but rather in the cultural and spiritual growth of the community. Bristol still possesses an outlook on life that is optimistic, and her citizens feel that her greatest expansion is yet to come."

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Metropolitan Museum Offers Design Aid. Recently Richard F. Bach of the Metropolitan Museum of Art, New York, brought to the attention of the Association the practical assistance which is being extended to the art industries through the Museum's Department of Industrial Relations which provides special aid to firms and individuals engaged in the production of objects of industrial art—to manufacturers, designers, craftsmen, stylists, and workers in every type of material from time-honored oak to the latest plastic products developed by synthetic chemistry. Art directors or advisers, colorists, draftsmen, and others engaged in any branch of the art in-

dustries are also invited to make use of the service. Special advantages are offered freely as follows:

1. A member of the staff is available for appointments in the Museum galleries. He seeks to help the designer or manufacturer to discover, in the wide variety of materials, techniques, and styles shown in objects in the collection, suggestions for improvement in the design of particular articles or lines.

2. A designer's privilege card, which serves as identification and entitles the owner to free admission on pay days. This card, valid for six months, may be obtained at the Information Desk on personal or written request.

3. Admission to the Arthur Gillender Lectures, a special series of lectures, different each year, with speakers and subjects planned to be of particular interest to manufacturers, designers, craftsmen and artisans.

4. Admission to the several series of free courses called Study Hours on Color and Design. These are described in the Lecture Program, which is free on request.

5. Opportunity to duplicate weaves or other types of technique shown in Museum exhibits, wherever practicable.

In addition to these specific services, many of the usual Museum services are of particular help to the designer, manufacturer, or art adviser. Among these are:

1. The privilege of making drawings from any object in the collection, except those which are lent or copyrighted, and also from objects lent if written permission of the lender or holder of the copyright has been obtained and filed with the Museum. A letter addressed to the lender or copyright holder in care of the Museum will be promptly forwarded.

A special leaflet, "Sketching, Copying, and Photographing," gives further information useful to persons making practical studies in the Museum, and may be obtained free on request.

2. Use of the Museum Library and of the Reference Collection of Photographs, with opportunity for copying or tracing.

3. Access to several departmental study rooms—textiles, prints and ornament, Far Eastern art, paintings—where every opportunity is given for careful study, under guidance of experts, of objects not usually on exhibition.

4. Use of easels and stools, furnished free by the Museum.

5. Use of a room with lockers for storage of drawing materials, locker rental, 25 cents monthly.

6. Opportunity to obtain at reasonable prices photographs, colorprints, photostats, and other reproductions of objects in the Museum collections. Many of these are practical source material chosen with special reference to the work of designers.

Connecticut manufacturers or designers desiring to take advantage of this unusual service should contact Mr. Richard F. Bach or Mr. H. W. Kent, care of The Metropolitan Museum of Art, 5th Avenue and 82nd Street, New York City, if they desire any further information concerning the services offered prior to making studies at the Museum.

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Unemployment and Training Study Enlists Industrialists. Numerous leading industrialists throughout the state have recently enrolled in the state-wide effort to promote greater employment and vocational rehabilitation and training, particularly in the leading industrial areas. This effort is an outgrowth of the work of the Commission appointed by the last General Assembly to study the problems of employment of men over 40. The Commission is headed by Carl Gray, former vice president of Whitney Mfg. Company.

Pushed enthusiastically by Governor Baldwin and Mr. Gray, the work of the various employment councils organized has been undertaken by manufacturers, merchants and representatives of other groups in community life with a zeal and determination that bids fair to worthwhile accomplishments in the classification, rehabilitation, training and final placement of many persons now unemployed.

Among the state's industrial leaders already participating in this program are: George S. Hawley, president of the Bridgeport Manufacturers Association; James H. Chasmar, works manager, Remington Arms Company; Hamilton Merrill, works manager, Consolidated Ashcroft Hancock Company; Theodore H. Beard, vice president of Dictaphone Corporation; Alfred V. Bodine, president of the Bodine Corporation, all of Bridgeport; Frederick U. Conard, vice president and works manager, Underwood-Elliott-Fisher Company, Hartford;

Harry C. Knight, president, Southern New England Telephone Co., New Haven; John H. Goss, president, Scovill Mfg. Company, Charles Hart, vice president, Chase Brass and Copper Co. and John Coe, president, American Brass Company, Waterbury; Richard Pritchard, vice president of the Stanley Works, New Britain; Frederick G. Hughes, vice president of the New Departure, Bristol; C. J. Packer, president of the Packer Machine Co., Meriden; Harry McLachlan, president of the McLachlan Hat Company, Danbury; F. H. Montgomery, president of the Hat Corporation of America, Norwalk; Walter Wheeler, vice president of Pitney-Bowes, Stamford; O. P. Robinson, works manager, Electric Boat Company, Groton; Thomas B. Hadley, Norwich; O. F. G. Boeker, president of the Seymour Mfg. Co., Seymour; G. M. Williams, president of the Russell Mfg. Company, Middletown; F. J. Damon, president of the Union Hardware Company, Torrington; Arthur N. Williams, vice president of the Gilbert Clock, Winsted; Wade W. Williams, vice president of the General Phonograph Company, Putnam; David Moxon, agent of the American Thread Company, Willimantic.

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Cornerstone Laid at Northam-Warren Plant. The steady march of new industries into Connecticut was dramatized Saturday, November 4, when Governor Raymond E. Baldwin laid the cornerstone of the new one million dollar plant of the Northam-Warren Corporation, famous cosmetics manufacturer, which will occupy this new modern factory and office structure at Fairfield and Barry Place, Stamford, upon its completion next spring. Officials of the Northam-Warren Corporation had selected Stamford, Connecticut as the best place to make its third expansion of operations since its founding in New York in 1911 and its continuous growth there to a position of national leadership in the manufacture and distribution of manicuring preparations and deodorants. Northam Warren, president and founder of the corporation, shared honors with Governor Baldwin during the ceremonies.

Seated on the platform during the ceremony and later included with the guests at luncheon at the Stamford Yacht Club were Governor Baldwin, Republican National Committeeman Samuel F. Pryor, Jr., of Greenwich;

Secretary of State Sara B. Crawford of Westport; John J. Egan of the State Development Commission; E. Kent Hubbard, president of the Manufacturers Association of Connecticut; E. G. Kingsbury, executive secretary of the Stamford Chamber of Commerce; and Mayor Charles E. Moore of Stamford. The addresses of Governor Baldwin, Northam Warren and Mayor Charles E. Moore were broadcast over a state-wide radio network.

Designed by Irwin S. Chanin, architects and engineers, the building will occupy a site of nearly 9 acres on Barry Place between Fairfield and Melrose Avenues. Of striking modern design, the new factory building measuring 240 by 520 feet on the ground plan will be set in a background of trees and a park and will adjoin a golf course. The second story will measure approximately 240 by 300 feet, giving the entire plant a gross floor area of approximately 170,000 square feet.

The principal decorative effect in the exterior design is an entrance of glass brick 40 feet high, which stands in the center of the front elevation. Another feature will be the extensive use of glass in the building, with about 75 per cent of the entire exterior wall composed of this material, the remainder being constructed of grayish-buff brick, above, between and below the continuous windows and matching in tone the cast stone which forms the walls of the central hall.

Focal point of the interior will be the central entrance hall which will provide reception facilities and a stairway leading to the offices on the second floor. Under the stairway will be a mirrored wall of etched glass in which the designs are stylized representations of herbs traditionally used in the manufacture of cosmetics. On the opposite wall it is planned to have a large mural depicting the story of the development of the cosmetic arts.

Executive offices, research laboratory, color studios, manufacturing and control laboratories and an employees' lunch room will be located on the second floor. In addition to manufacturing space on the first floor, the building will contain a laundry, printing plant, and elaborate locker rooms and dressing rooms for an operating force of 500.

The laying of the cornerstone, according to Mr. Warren, was the culmination of a five year search up and down the Atlantic Seaboard for a new plant location that would as nearly

as possible meet all of the company's requirements.

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Pioneer May Get Navy Parachute Contract. The Pioneer Parachute Company of Manchester, is believed to have been the lowest bidder on two lots of parachutes for the United States Navy when bids were opened during the first week of November. The total amount involved in the bids for the 600 parachutes was \$63,000, of which \$21,000 was for the lot of 200 and \$42,000 for the lot of 400.

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Council Holds 15th New England Conference. Nearly a thousand industrial and business men, and civic leaders from the six New England states attended the 15th New England Conference staged by the New England Council at the Hotel Statler, Boston, November 23 and 24.

An economic friendship between the New England states to encourage industrial expansion through cooperation was stressed in the opening session on November 23. Governor Baldwin declared that Government's relations with business must be those of a "friendly, helpful, cooperative force" rather than those of an "official meddlesome policeman," if they are to inspire confidence and produce a sound economy. Governor Saltonstall advocated building up New England's ports and increasing maritime commerce. Governor William H. Vanderbilt urged efficiency in government as well as the best ways to attract new industries. Governor George D. Aiken lambasted public utilities and advocated the encouragement of farm cooperatives as an alternative to government ownership and regulation of public utilities. Governor Barrows advocated the maintenance of fair rates for both rail and truck transportation. Governor Francis P. Murphy of New Hampshire was absent from the meeting.

Following the usual practice each state delegation held its own dinner meeting in the evening of November 23. As a prelude to the Connecticut dinner, Willard B. Rogers, vice president of the New England Council, staged a "get acquainted" party in his suite at the Hotel Statler in honor of Governor Raymond E. Baldwin—a party which developed into an exchange of business views by some fifty or more Connecticut business leaders.

Chief among the speakers at the Connecticut dinner, presided over by Willard B. Rogers, was Governor Raymond E. Baldwin; Sidney E. Edwards, managing director and Kenneth P. Gregg, technical director of Connecticut Development Commission.

Governor Baldwin again reiterated his demand for jobs in private industry as the common denominator of all problems of state government, predicting that the Connecticut Development Commission should prove an important factor in creating such jobs.

Mr. Edwards stressed the interdependence of agriculture in industry, the unusually broad powers given to the Commission and the careful analysis which was being undertaken by the Commission in order that it may select those activities which will bring the greatest immediate value to Connecticut.

Mr. Gregg warned against the type of hysterical expansion which marked the World War and which afterwards caused financial ruin to many business men who had answered its siren calls. He pointed out as a function of the Development Commission "assistance in correlating public agencies of government with organized industry in a long range program of planning . . ."

Two additional directors were named at the Connecticut dinner meeting as follows: Theodore H. Beard, vice president of the Dictaphone Corporation, Bridgeport; and Dr. Alfred M. Jorgensen, president of the University of Connecticut. The six directors re-elected were Willard B. Rogers; S. McLean Buckingham; Roger E. Gay, assistant to the president, Bristol Brass Company, Bristol; F. G. Hughes, general manager, New Departure Division of General Motors Corp., Bristol; A. E. Payson, president, American Thermos Bottle Company, Norwich; and Charles E. Rolfe, general information manager, The Southern New England Telephone Company, New Haven. Although renamed as chairman of the Connecticut division of the New England Council at the dinner meeting, Willard B. Rogers insisted upon retirement. Francis S. Murphy, general manager of the Hartford Times, was unanimously elected at a morning meeting of the board of directors, as chairman to succeed Mr. Rogers.

Group sessions on industry, agriculture and forestry, recreation and com-

munity development were featured Friday morning, November 24.

At the concluding general session, Dr. Harrison E. Howe, editor of Industrial and Engineering Chemistry, stressed the fact that "research is more potent than anti-trust legislation in breaking monopolies."

At the same session Sidney Hillman, vice president of the CIO and head of Amalgamated Clothing Workers of America, claimed that full use of America's almost limitless human and material resources "can be accomplished only if we succeed in increasing the purchasing power of those groups of our population who today lack the means to obtain even the rudiments of a decent living." He declared further that "American industry cannot hope to find permanent health so long as the purchasing power of one-half the families who are its customers is limited to less than \$1,250 a year. . ."

Closing the afternoon session, Jonathan Daniels, Raleigh, North Carolina, editor and author of the forthcoming book, "A Southerner Discovers New England" predicted that creative enterprise in New England must help bring the South economically up to its level, or New England living standards must go down toward those of the South. Said he, "Skill and ingenuity are in New England, but no monopoly of them is there." Despite its wealth and education, Mr. Daniels said, the North seems as plagued with problems as the poor, less educated South. Furthermore, the sharp stick is behind the South. An aggressive militant, raiding sectionalism may serve the South which has little to lose and much to gain.

STATEMENT OF THE OWNERSHIP MANAGEMENT, CIRCULATION, ETC. REQUIRED BY THE ACT OF CONGRESS OF AUGUST 24, 1912. OF CONNECTICUT INDUSTRY, published monthly at Hartford, Conn., October 1, 1939.

STATE OF CONNECTICUT
COUNTY OF HARTFORD ss.

Before me, a Notary Public in and for the State and County aforesaid, personally appeared L. M. Bingham, who, having been duly sworn according to law, deposes and says that he is the Editor of the CONNECTICUT INDUSTRY and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management, etc. of the aforesaid publication for the date shown in the above caption, required by the Act of August 24, 1912, embodied in section 411, Postal Laws and Regulations, printed on the reverse of this form to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business managers are:

Editor L. M. BINGHAM
Publisher MANUFACTURERS' ASSOC. OF CONN.
Managing Editor C. L. EVANSON

2. That the owner is the Manufacturers' Association of Connecticut, officers of which are as follows:
E. KENT HUBBARD, President, "Arawana", Middletown, Conn.
JOHN H. GOSS, Vice-Pres., 70 Hillside Ave., Waterbury, Conn.
HAROLD D. FAIRWEATHER, Treas., 28 Vanderbilt Road, West Hartford, Conn.
C. L. EVANSON, Sec. & Asst. Treas., 22 Chelsea Lane, West Hartford.

3. That the known bondholders, mortgages, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are: None.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting, is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, association or corporation has any interest direct or indirect in the said stock, bonds, or other securities than as so stated by him.

L. M. BINGHAM,
Editor.

Sworn to and subscribed before me this 1st day of October, 1939.

M. T. Montgomery, Notary Public.
My commission expires Feb. 1, 1940.

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...Listing

Copy for listing in this department must be received by the 15th of the month for publication in the succeeding month's issue. We reserve the right to refuse any listing.

DEPARTMENTS

Accounting Hints For Management

Contributed by Hartford Chapter, N. A. C. A.

Tax on Unreasonable Accumulation of Surplus. The Treasury Department recently issued instructions (TD 4914) to its agents to include in their reports on every examination of corporate tax returns a specific recommendation for the application or non-application of Section 102 of the Revenue Act. This Section relates to an additional surtax to be levied on years under examination due to the accumulation of surplus beyond the reasonable needs of the business. Somewhat similar provisions appeared in the Revenue Acts for a number of years but the application of the Section was only asserted by the Department in a few large and obvious instances. This it is believed was largely because the burden of proof was on the Government to establish that the accumulation was unreasonable.

When Congress enacted the 1938 Revenue Act and virtually eliminated the undistributed profits tax it was pointed out that the Administration or the Treasury Department would proceed to act under this Section to accomplish the same ends. This was given further impetus by a new provision whereby the burden of proof was shifted from the Government to the taxpayer to establish whether or not the accumulation of surplus was unreasonable.

The scope of the proposed inquiry and action by the Treasury Department is indicated by the following citation from the Instructions:

"Returns filed by the following classes of corporations will be given close attention to determine whether section 102 is applicable:

"(1) Corporations which have not distributed at least 70 percent of their earnings as taxable dividends.

"(2) Corporations which have invested earnings in securities or other properties unrelated to their normal business activities.

"(3) Corporations which have advanced sums to officers or shareholders in the form of loans out of undistributed profits or surplus from which tax-

able dividends might have been declared.

"(4) Corporations, a majority of whose stock is held by a family group or other small group of individuals, or by a trust or trusts for the benefit of such groups.

"(5) Corporations the distributions of which, while exceeding 70 percent of their earnings, appear to be inadequate when considered in connection with the nature of the business or the financial position of the corporation or corporations with accumulations of cash or other quick assets which appear to be beyond the reasonable needs of the business."

This situation makes it incumbent upon every corporation which has had profitable operations in 1939 to give careful consideration to its status with respect to this Section and to decide on a course of action before the end of the year. In order to obtain credit for having made distributions for the purposes of this Section payment must actually have been made within the taxable year.

In order to intelligently determine the probable extent of profits and the amount to be distributed it is essential that results be surveyed for the eleven months period. Concerns whose accounting records provide for monthly operating statements and perpetual inventories will not find this too difficult; but companies which depend upon the taking of physical inventories to ascertain the results of operations are placed in a particularly vulnerable position. It is suggested that they study the situation from every possible approach and utilize competent tax counsel.

The additional surtax to the corporation provided by Section 102 is 25% of the first \$100,000.00 of undistributed net income and 35% on any excess. This is in addition to all other applicable taxes.

Internal Audit Control. This topic will be the subject of discussion at the monthly meeting of Hartford Chapter to be held December 12, 1939. Mr.

H. A. MacKinnon, Assistant Comptroller, General Electric Company, Schenectady, will be the speaker. The matter of adequate internal control is of considerable importance with the growing ramification of business, and is a subject to which executives should give close attention.

TRANSPORTATION

Motor Carrier Contract to be Made Public. By its order of June 8, 1937 in Ex Parte MC-9 the Interstate Commerce Commission required contract motor carriers to appear before it on May 3, 1939 and to show cause why the contracts for the transportation of property, which these carriers had filed with the Commission, should not be opened to public inspection.

Hearings were duly held and the Commission recently filed a report containing its findings of fact and conclusions as a result of which contract carriers will be required on or before January 15, 1940 to file with the Commission in Washington in duplicate a true and verified return to a questionnaire that has been prescribed. An exception to this requirement has been made in connection with contract carriers engaged exclusively in package deliveries or other strictly local services entirely within commercial areas. The order further provides that on and after April 1, 1940 all contracts filed with the Commission shall be placed in the public files and made available for public inspection.

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Association Represented at Washington Motor Truck Hearing. N. W. Ford, traffic manager of the Association, was present at the Washington, D. C. motor truck hearings on Monday, November 13 through Friday, November 17 when the hearings were adjourned until a later date, yet to be named.

The Washington hearings were confined largely to the introduction of the proposals sponsored by the Eastern Motor Freight Bureau which requested the Commission to prescribe for application on Interstate and foreign commerce within New England, the National Motor Freight Classification, which is almost identical to the railroad classification with the exception of certain necessary changes in rules. The Commission has been further re-

quested to prescribe the railroad class rates and exceptions to classifications for application within New England territory.

On the other hand, the New England Motor Rate Bureau proposes a classification based primarily on weight and density and a class rate structure based on cost of operations.

Because the two suggested methods of rate making are so entirely different and will result in widely varying rate structures, the position of shippers in this procedure is of unusual importance. In some instances the rates proposed by one bureau would produce materially lower rates on the articles manufactured by a certain industry whereas the same proposal would substantially increase the rates of another industry. In other cases the recommendations would increase the rates on a given commodity in small quantities but reduce the rates on the same article when shipped in truckloads. These situations are repeated throughout the entire rate structures, thus producing one of the most difficult cases ever brought before the Interstate Commerce Commission.

Copies of 198 exhibits which were introduced up until the time of adjournment are available and are being reviewed by the Association's traffic committee prior to the resumption of further hearings. Further information on any specific phases of these hearings will be given to members upon request.

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Merchandise Rate Changes Approved. In a preliminary report of the Merchandise Committee of the

Association of American Railroads headed by W. J. Kelly, assistant to A. F. Cleveland, vice president in charge of traffic, certain recommendations on merchandise rate changes have been made, and have been approved by three railroad traffic executives' associations of the east, west and south.

In the opinion of Mr. Cleveland, adoption of the recommendations will tend toward simplification of tariffs. The merchandise committee has worked out the recommendations as a sub-committee of the association's traffic advisory committee working under a special committee of nine chief traffic officers with instructions to ascertain from the shipping public what would be most satisfactory for the pricing of merchandise, L. C. L., transportation to either shipper or railroad users of tariffs. Many of the suggestions came from shippers. The recommendations approved by the special committee of nine which are to be made effective as provided are too lengthy to publish here, but will be furnished on request by the Association's traffic department.

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Arnold Says Union Subject to Sherman Statute. The recent attempt of the New York Teamsters' Union to place local drivers behind the wheels of all trucks entering New York city was recently cited by the Justice Department as one of five specific practices by labor unions "which in our opinion are unquestionable violations" of the Sherman Anti-Trust Law. Members and officials of the New York local of the International Brotherhood of Teamsters face trial on December 4 on charges of

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violating the anti-trust and anti-racketeering laws as a result of such practices. The Department's statement, issued by Assistant Attorney General Thurman Arnold, was designed to clarify its conception of the Sherman Act's application to organized labor.

According to the statements, the Sherman Anti-Trust Laws are definitely applicable if there is no reasonable connection between a union's activities and a "legitimate labor purpose" such as wages, hours, health, safety or the right of collective bargaining.

Use of strikes, boycotts or other coercion to accomplish one of these "legitimate" objectives is not subject to prosecution, but where such a connection is lacking, the Department feels it is its duty to prevent use of legal rights for illegal purposes. The position of the department's Anti-Trust Division, headed by Mr. Arnold, is summarized as follows:

"The principle applicable to unions is the same as that applicable to other groups specially protected by law. Investors may enter into a corporation, farmers into a cooperative, and labor into a union. The Anti-Trust Division has the duty to prevent the use of such legal rights of association in an illegal way for purposes far different from those contemplated in the statutes."

Five practices which the Department believes are "unquestionable violations" are listed:

"1. Unreasonable restraints designed to prevent the use of cheaper material, improved equipment, or more efficient methods.

"2. Unreasonable restraints designed to compel the hiring of useless and unnecessary labor. An example is the requirement that on each truck entering a city there be a member of the local teamsters' union in addition to the driver who is already on the truck. Such unreasonable restraints must be distinguished from reasonable requirements that a minimum amount of labor be hired in the interests of safety and health or of avoidance of undue speeding of the work.

"3. Unreasonable restraints designed to enforce systems of graft and extortion. When a racketeer, masquerading as a labor leader, interferes with the commerce of those who will not pay him to leave them alone, the practice is obviously unlawful.

"4. Unreasonable restraints designed to enforce illegally fixed prices. An example of this activity is found in

the Chicago milk case where a labor union is charged with combining with distributors and producers to prevent milk being brought into Chicago by persons who refuse to maintain illegal and fixed prices.

"5. Unreasonable restraints designed to destroy an established and legitimate system of collective bargaining. Jurisdictional strikes have been condemned by the A. F. of L. itself. Their purpose is to make war on another union by attacking employers who deal with that union. There is no way the victim of such an attack may avoid it except by exposing himself to the same attack by the other union."

★ ★ ★

Railroads Ask Shippers' Cooperation in Exports. The Delaware and Hudson Railroad in a recent circular letter to its freight department suggested that shippers be circularized again so that all shipments destined to Canada will have Shippers Export Declaration prepared in triplicate in accordance with Agent B. T. Jones Freight Tariff No. 571 which publishes rules for the preparation of such Export Declarations. Shipments accompanied by any less than three copies of the Export Declaration, the statement pointed out, will cause unnecessary delay until the required number of copies have been prepared.

In a move to avoid freight congestion at ports served by the New Haven, officials of the company have asked freight agents to endeavor to ascertain from shippers offering carload export shipments, whether steamship space or storage space has been reserved for the shipment as evidence of probable prompt release of cars under load. While shipments will not be refused because of lack of such space reservations, the New Haven Road is honestly seeking the cooperation of shippers to the end that its much needed cars will not be tied up unduly because of lack of boat or storage space at the export point.

★ ★ ★

I.C.C. Upholds Southern Complaint. In a five to four decision handed down November 30, the Interstate Commerce Commission upheld the complaint by the Southeastern Governors' Conference that freight rates on certain manufactures and processed goods shipped out of the South were prejudicial and discriminatory. At the same time the Commission ordered railroads to so equalize these rates as to place them on a com-

parable basis with rates on goods moving out of the North. This decision marked the climax in a war that has been going on for years between the South, New England and other northern industrial interests, with the former claiming unjust discrimination and the latter dissenting. The basic rule of rate making—volume of traffic—northerners allege, is a just reason why northern rates on a substantially larger volume should continue to be lower until such time as southern volume is on a parity. The immediate road for the decision was paved when the Southeastern Governors' Conference last year filed with the Commission a formal complaint that southern rates on certain specified commodities were prejudicial.

In a vigorous dissent, Chairman Eastman of the Commission claimed that the decision applied only to those items specifically named and should not be construed as a general rule to be followed by the commission in the future on other items. At the same time he hurled a bluntly worded rebuke at President Roosevelt for striving to influence the Commission's judgment through his public utterances. On several occasions, Mr. Roosevelt had previously mentioned that the South is the nation's No. 1 economic problem, and at the same time coupled with this statement a demand for lower Southern freight rates. Later Mrs. Roosevelt pointed out in a public statement that southern freight rate differentials should be eliminated.

Said Chairman Eastman, "The Commission is called upon to decide a case after it has in effect been decided in advance without regard to the record, by many men in public life, of high and lower degree. Their thesis has been that the section of our country generally known as the South, is our 'economic problem No. 1' because, among other things, it is low in industrial development, and that a major reason for this condition has been and is an unfair adjustment of freight rates which has favored the producers of the North and burdened those of the South. It has become a political issue. While, however, the South gave birth to the issue, public representatives of the West now cry out against like supposed oppression, and public representatives of the North or East, as it is variously called, have risen in defense of their section."

He also declared that nothing will speed the ruin of the country "more

(Continued on page 34)

BUSINESS PATTERN

During October, the index of general business activity in Connecticut rose to 3% above the estimated normal to stand at the highest level of the past two years; this is an advance of 5 points over September.

The index of industrial activity in the United States likewise advanced sharply, rising 8 points from last month to stand at 4½% below normal.

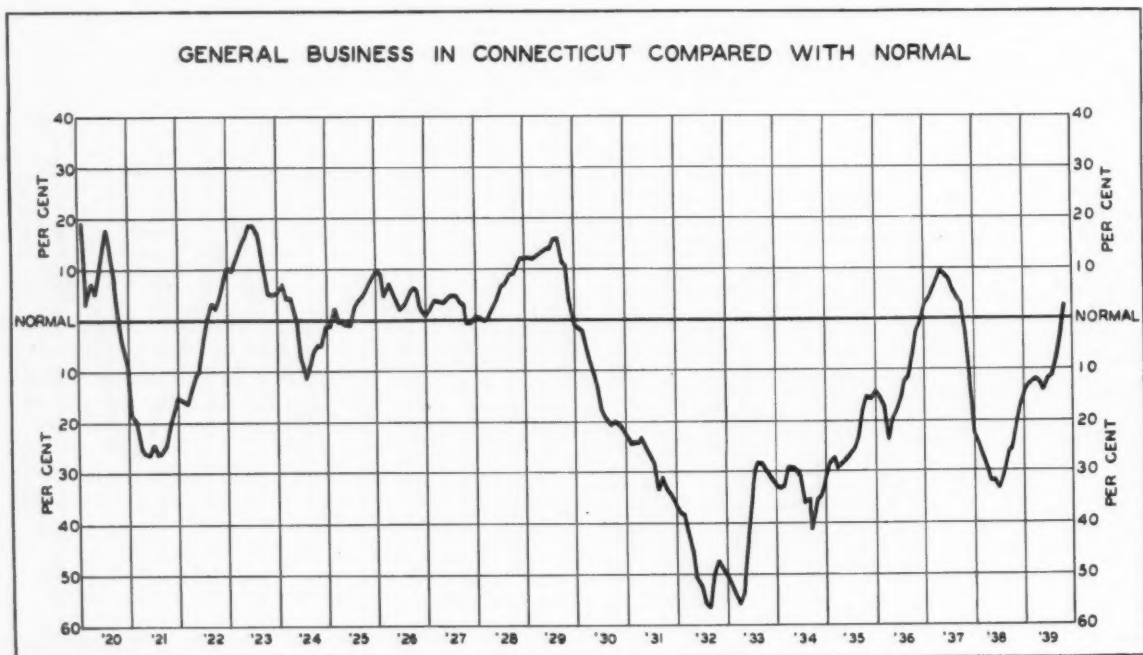
The average number of hours worked per employee per week which had increased from 38½ early this year to better than 41 in September showed only a minor gain in October due to the 42-hour limit before the payment of overtime. As a result, factory employment experienced a pronounced increase.

Man-hours in Bridgeport, Bristol, Hartford and New Britain factories

September, standing at 38% below normal.

The general contract was awarded for a \$2,000,000 office building for the National Fire Insurance Company at Hartford, and for a factory addition for the Whitney Chain and Manufacturing Company also at Hartford, to cost \$85,000.

Weekly automobile production exceeded the corresponding period of



Available information points to a further though less rapid advance during November. Weekly indexes of business activity in the United States in the first half of November approached the highest levels that obtained in 1937.

Manufacturing activity in Connecticut continued the rapid increase started in September. The index of man-hours worked in Connecticut factories rose 5 points to reach a level 12% above normal, and employment increased 4 points to stand at 8% above normal. Both items were the highest since 1937.

showed increases varying from 6% to 10%. Employment in Waterbury brass concerns was 6% above September.

Cotton mill activity advanced to 4% above normal, a rise of 14 points over September. Wage increases of approximately 7% were put into effect in the cotton textile and garment workers' industries. It is estimated that some 7,500 employees were benefited.

Freight carloadings originating in 13 Connecticut cities experienced a moderate gain over September. Metal tonnage carried by the New Haven Road rose to 10% above normal.

Construction work in progress in Connecticut showed little change from

1938 despite the virtual closing of all Chrysler plants because of strike conditions.

Steel ingot production in the United States reached a new all-time high in October and in early November increased further to 93½% of capacity.

The U. S. Bureau of Labor's index of wholesale prices for October rose slightly over September. A decline in the prices of farm products and foods was more than offset by advances in the prices of the other commodities.

Sales by department stores in the United States, though lower than September after seasonal adjustment, were 6% higher than October, 1938.

CHEMURGIC NEWS

Editor's Note. This department, conducted for the past several months by Robert D. McMillen, Director of Information, National Farm Chemurgy Council, seeks to acquaint and interest manufacturers, students, agriculturists and others who may read it, in the new development brought about by the rapidly progressing new "Chemurgy" movement. *Connecticut Industry* has great faith in the possibility that "Chemurgy" offers the logical, positive approach to the solution of the "farm problem" which, like all other stubborn economic problems, can never be solved by ineffective negative approaches like many already tried without success. Like the National Chemurgic Council, *Connecticut Industry* takes the view that to solve the "farm problem" through "Chemurgy" is to solve our economic problems, for the incomes of all other groups bear a close relation to farm income.

Casein Plastics. An interesting and timely discussion of milk casein plastic problems has come to the office of the National Farm Chemurgic Council. Dr. D. C. Carpenter, Chief in Research (Chemistry) of the Division of Dairying at the New York Agricultural Experiment Station at Geneva, writes as follows:

"As you probably know, some years ago casein plastics held a prominent commercial place in the plastics industry and used considerable casein from milk. The process for making casein plastic is a very old one and consists essentially in hardening a pre-shaped casein dough for four to eight months in a tank of formaldehyde and then finishing the hardened casein into buttons, etc., on a lathe. The process is too time-consuming to compete now with the newer plastics which may be molded in a few seconds into the finished article. The old casein plastic gave a beautiful product which however was somewhat brittle.

"Two improvements need to be made in casein plastics, a shortening of the time of manufacture, and the production of a less brittle material that may be molded. I believe that we can do both of these things. The idea

hinges on the introduction of chemical groups in which there is free rotation about a carbon to carbon bond. This I have talked about quite freely for the past five years. The idea has been laughed at and branded as impossible by many who would not understand structural chemistry anyway. Last year however the duPont Company came out with their Nylon which is flexible and unbreakable, and which contains a number of carbon to carbon bonds having free rotation. Since then there has been little criticism of the idea.

"This past year a bill was introduced into the New York State Legislature appropriating funds for research work to develop a new casein plastic along



THE researcher in Chemurgy seeks new uses (mostly industrial) for farm products and new crops for old, that agriculture, industry and the entire nation may enjoy greater prosperity.

the lines I have outlined. It was supported well throughout the State but an economy wave hit the legislature and this bill and a good many others were killed in committee. Having no funds to work with, naturally we have been unable to do any research on this problem.

"I visualize the development of a flexible, non-breakable casein plastic that can be molded into the finished article or drawn into fibers and woven into cloth. The present method of making casein fiber is to coagulate a jet of prepared casein solution under formaldehyde. This gives a brittle fiber

no matter how it is done or what modifying agents are in the formaldehyde bath. My idea is to draw the fibers from the flexible casein plastic, once the latter has been worked out. This is done with Nylon.

"I don't know whether you people of the Chemurgic Council can help us get the thing in motion or not. As I understand it, you are interested in getting farm surpluses into industry whereby both the farmer and the consumer will benefit. This casein problem might be of interest to you."

American-Made Cigarette Paper. Wheeler McMillen, president of the Council, has declared that the new Ecusta Paper Corporation plant at Brevard, North Carolina, is a perfect example of how the national economy can be improved by industrial utilization of farm products. The corporation is manufacturing cigarette paper from American grown flax fiber. Half a million dollars worth of the fiber is piled high in its warehouse and the success of the plant that opened early in September has been such that ground is being broken to increase the size of the factory.

Harry H. Strauss, Ecusta president, revealed early in November that orders in hand would occupy the full capacity of the plant, now able to make one and a half carloads daily, for a long time to come.

For years extensively interested in the manufacture of cigarette paper in France, out of materials gathered in eastern Europe, Mr. Strauss determined in 1933 to transfer the industry to the United States where his customers were. After experimentation in various farm areas with different fibers, he found that a blend of flax fibers from California and Minnesota could be converted into a cigarette paper superior to that formerly manufactured in Europe. After arranging for production of the fiber by farmers in the Imperial Valley and in various parts of Minnesota, he selected a factory site near an ample stream of pure mountain water at this location, forty miles from Asheville. Seven hundred American workers are already employed in the factory.

California farmers, from whom he buys the flax straw after the seed has been threshed out, net an additional approximate \$4 an acre from this

straw which formerly had to be destroyed at an estimated cost of \$1.50 an acre. The net farm return in Minnesota, until methods there are improved, runs somewhat less. Mr. Strauss expects to explore the possibilities of other areas, including North Carolina, for obtaining the expanded flax production which will be needed in the future.

By careful mechanical and chemical processes the fibers are completely cleaned in the Ecusta factory, the lighter - colored California fibers blended with the darker Minnesota flax, and reduced to a gleaming white pulp. Passing over the paper machines, the pulp swiftly becomes a pure, white sheet. Before being shipped, the long rolls are cut into strips the circumference of a cigarette and re-rolled.

So carefully planned were the entire plant and equipment that the first run was without imperfection. The first sale of the wholly American-made product was made September first, the day war broke in Europe.

Mr. Strauss is a member of the National Farm Chemurgic Council, is a member of the Board of Governors, and has addressed the annual conference.

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The Pennsylvania Soybean Association, Williamsport, makes the following announcement in its latest report:

"We are pleased to announce the establishment of a modern research laboratory known as the Williamsport Physical and Chemical Laboratories located on the grounds of Williamsport Dickinson College.

"These facilities have been provided by K. H. Breon, President of the Pennsylvania Soybean Association, and development work will be conducted on a non-profit basis.

"A portion of the research work now being carried on is of an industrial nature and is laying a foundation for important developments in the chemurgic field.

"The chemurgic activities will be in cooperation with the National Farm Chemurgic Council organized to advance the industrial use of American farm products through applied science.

"The layout of the laboratories incorporates the latest design and includes, in addition to the regular physical and chemical equipment, X-ray diffraction apparatus and electron microscope equipment.

"Arrangements are being made to offer a complete testing service to farmers and others interested."

Gun Stocks from Plastics. Working independently, both the J. Stevens Arms Company, Chicopee Falls, Massachusetts, and O. F. Mossberg and Sons, New Haven, Connecticut, have developed gun stocks made from cellulose acetate plastic material.

"Repeated firing tests under rigid inspection conditions have proved the plastic gun stocks free from fracture and distortion. The stocks have also survived weathering tests without cracking and splitting. Such gun stocks are readily molded into scientific designs.

Diverse Forms of Forest Products. Forest products in such diverse forms as sausage casing and prefabricated houses, linoleums and phonograph records are the subject of a new illustrated bulletin on "Products of American Forests," by the Forest Service, United States Department of Agriculture.

The bulletin shows how the number of forest products in use has been in-

creased by man's ingenuity and research from a few basic utilizations for fuel, shelter, posts and implement handles to well over 4,500 listed, present-day uses, many of which, like cellophane and rayon, in market form bear no apparent trace of wood or forest origin.

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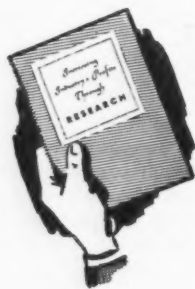
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HINTS

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Venezuelan Treaty Completed.

The United States Government has recently completed reciprocal treaty negotiations with Venezuela. Since none of the concessions made by the United States are of importance to Connecticut industry, the treaty is of interest only as it pertains to Venezuela as an export market for Connecticut manufacturers.

Concessions granted by Venezuela on products made in Connecticut are on articles as follows: Corsets, elastic garments, garters and similar articles (of cotton); Hosiery of pure silk or mixtures; Rubber patches for repairing tires and tubes and emergency repair kits consisting of patches, cement and buffer; Furniture of ordinary metals, not specified; Rubber tires; Spring seats; Accessories for radio receiving sets, including tubes; Sewing machines; Lanterns, wick and pressure types; Calculating machines, including electric ones; Spark plugs; Pharmaceutical specialties, not specified; Absorbent and antiseptic or medicinal cotton; Toilet soap, including shaving soap in any form; Industrial preparations for polishing or cleaning; Electric batteries (except storage batteries) and parts; Toilet paper; Corsets, elastic garments, garters and similar articles (of pure silk or mixture); Writing paper, not lined; Iron or steel sheets, galvanized; Metal filing cabinets; Beds of ordinary metals, with or without spring mattresses; Accessories for automobiles; Wheels for rubber tires; Inner tubes; Radio receiving sets, phonographs, weighing up to 10 kgs., net each; Refrigerators, weighing up to 100 kgs., net each; Typewriters and accessories, including parts, cases, covers and stands; Internal combustion engines; Parts for agricultural machinery and implements; Pharmaceutical products, not specified; Dentifrices; Varnishes and lacquers; Ready mixed paints in oil, liquid; Paints for varnishing and enamelling; Sporting goods, not specified; Storage batteries and parts; transmission belt; Pharmaceutical articles, not specified.

Foreign Trade Up in September.

The month of September proved to be the heaviest export month thus far for the year 1939 since merchandise exported totaled \$288.5 millions against \$250.8 millions in August and topped the September 1938 figure of \$246.5 millions. The heavy exports in September brought U. S. total foreign sales for the first three quarters to \$2.18 billions, compared with \$2.29 billions for the corresponding period of 1938.

U. S. imports of merchandise has shown a healthy increase for the year, amounting to \$1.62 billions for the nine months against \$1.43 billions in 1938.

The September gain in exports over August was credited mainly to increased shipments of agricultural products, there being a slight decline in exports of finished manufactures totaling only \$129.4 millions against \$133.8 millions in August. Compared with September, 1938, however, finished manufactures showed a jump from \$112.3 millions to \$129.4 millions. Practically the only exception from the general increases in this category were automobiles, including parts and accessories, motor trucks and buses.

Argentine Situation Eases. Despite bitter opposition from U. S. farm interests and from Argentine manufacturers, it appears that the Argentine-U. S. reciprocal trade agreement may be signed by the end of this year, or early in 1940. September exports from Argentina to the United States showed an increase from \$3,245,000, in September, 1938 to \$4,969,000 in September, 1939.

Late reports from Buenos Aires indicate continued improvement in internal business conditions, which foreshadow substantial increases in Argentine-American trade during 1940. Exchange control measures in that country do not operate to delay payment of American bills, but only serve to confine imports, as to commodities and quantities, within limits

set by the Argentine authorities. American bills have been met promptly for some time. Liabilities incurred in Argentine bankruptcies for the first nine months of 1939 totaled 65,000,000 pesos, compared with 56,000,000 pesos for the corresponding 1938 period.

Exporters Digest Warns Against New Policy.

In a news item appearing in a recent issue of Exporters Digest, exporters are warned against the tendency shown in some quarters to place even old, valuable customers in Latin America and certain other countries on a cash basis because of the likelihood of arousing ill-will toward American suppliers generally. While speculative abnormal buying is being firmly discouraged by many veteran exporters, customers are being assured that their interest in the matter of price, delivery and usual terms are being kept foremost in mind and that advance notice will be given of increases or changes in current conditions. As the digest article points out "It is encouraging to note that a number of manufacturers have decided to do everything possible, notwithstanding heavy increases in domestic orders, to allot a sufficient percentage of production to take care of regular export requirements. During recent depression periods in the home market, these companies learned the value of steady, repeat orders from their overseas clients. It is devoutly to be hoped that more American manufacturers will see the wisdom of this policy as representing their best long-range insurance against costly peaks and valleys in their future production and sales charts.

In this same article, the digest reports that a number of leading exporting organizations recently consulted have had gratifying increases in orders, particularly from Latin America, the Far East, British Empire markets and Scandinavia. Lines which were formerly most severely handicapped by German aski-mark competition have shown the largest gain in new sales volume. However, the digest

further points out, that many exporters abroad are still loaded with German merchandise and that heaviest buying cannot be expected until these stocks are depleted.

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Machine Tool Rationed to Foreign Countries. Speaking at the annual convention of the National Machine Tool Builders Association held in Cleveland, Ohio, Tell Berna, General Manager, said, "there is a tendency among our members to ration their shipments abroad, setting aside a definite percentage of each month's output for all foreign markets. A sustained foreign demand is the more likely since nations that have been buying German machine tools will now turn to us. Germany exported \$42 millions worth of machine tools in the first six months of this year."

Mr. Berna also pointed out that since the outbreak of the war orders for machine tools had greatly increased both at home and abroad, but because of currency difficulties, Central European countries had been gradually fading out of the picture as buyers of American equipment.

TRANSPORTATION

(Continued from page 29)

quickly than the disease of sectionalism." Indicating that the importance of the issue had been greatly magnified, Mr. Eastman said that freight rates to the North had had much less influence on the industrial development of the South than they may have been credited with. Further, he pointed out, the majority were principally influenced in their findings by their conclusions as to whether or not the traffic in question was moving freely from the South to the North. He claimed the Commission was not justified in ordering reductions in rates in disregard of transportation conditions and costs, which, as a matter of record, are known to be much higher in the South than in the North (see editorial "Winning or Losing is a Part of Your Responsibility" by E. Kent Hubbard in April, 1939, issue of CONNECTICUT INDUSTRY.)

Other dissenters besides Chairman Eastman were Commissioners Porter, Mahaffie and Miller. Commissioner Alldrege, newest member of the Commission and author of a booklet in which the "artificial" rate barriers were

condemned, did not participate nor did Commissioner Patterson, also a new appointee.

Among the articles on which the Commission required lowering of rates are: stoves, stone, cast iron pipe fittings, iron body valves, fire hydrants, brass pipe fittings, brass cocks and valves, soapstone and talc.

Mixed views have been expressed by different groups concerning the effect of the decision. Generally, however, the view is expressed that the decision will result in further agitation for lower rates for the South on north bound shipments, although traffic experts declare that most of the important southern manufactured products now move to northern destinations on rates, mile-for-mile, substantially the same as apply in the North. Southern business observers hail the decision as important in bettering the competitive position of the affected southern manufacturers which will lead to new efforts and obtain lower rates for other articles. Northern groups also hold a similar view and it appears likely that the decision may be appealed by one or a combination of northern interests.

COMMON SENSE SECURITY

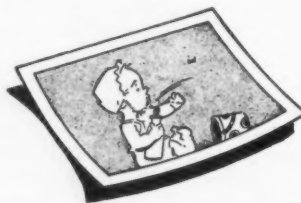
(Continued from page 5)

"All I said was, 'I have the Plan For Hospital Care', and you people did the rest."

"It would be impossible for me to express in words my thankfulness for having such a service as the Plan For Hospital Care."

Results

The Plan has paid \$450,000.00 for the necessary and unexpected hospital bills of 10,000 members. Many of these people would have found it difficult or impossible to pay for their care by any other method.



Maybe the Plan has helped to increase the population, for over 500 babies have been born to its members!

These mothers and newborn babies had the best care available in our modern hospitals.

Hospital authorities claim that the demand upon them for free service is decreasing, due to the fact that they now receive payment for care given Plan For Hospital Care members. This will enable them to expand their services, thus benefiting the whole community.



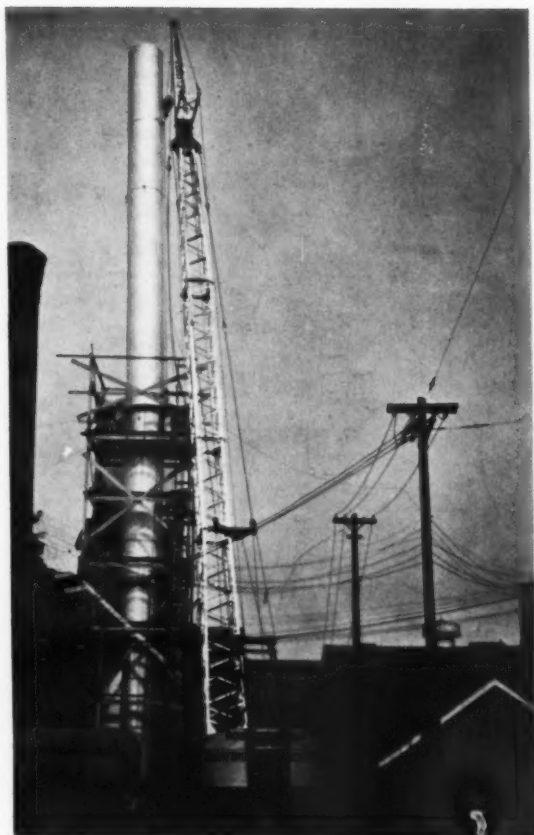
Employers have noted that their workers no longer fear the unknown cost of hospital care. Employees can now have physical handicaps corrected whenever necessary. There is a trend toward less loss of working time since conditions, which, if neglected, would become major impairments, are now nipped in their early stages. Equally important is the fact that their workers are not perplexed by financial problems when a member of the family requires hospitalization.

Conclusions

In less than three years, 120,000 people (approximately 10% of the population in the area served by the Plan For Hospital Care) have become members. During the last six months the average monthly increase has been five thousand members. Starting with \$3,250.00 of borrowed capital, the Plan now has \$190,000 in cash for emergencies, indicating sound business management. Endorsements have come from all who have seen its benefits. It is answering a long felt need, for THE AVERAGE WORKING MAN DOES WANT TO PAY HIS OWN WAY.

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6-1368



Ed. NOTE. This department, giving a partial list of products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings ordered by Connecticut producers. Interested buyers may secure further information by writing this department. (Advertisement)

Accounting Forms		Bearings		Brass Mill Products	
The Baker Goodyear Co	New Haven	New Departure Div of General Motors (ball)	Bristol	Bridgeport Brass Co	Bridgeport
Accounting Machines		The Fafnir Bearing Co (ball)		Scovill Manufacturing Co	Waterbury
Underwood Elliott Fisher Co	Hartford	Norma-Hoffman Bearings Corp. (ball and roller)	New Britain	Brass Stencils—Interchangeable	
Acids		Bells		The Fletcher Terry Co	Box 415, Forestville
Naugatuck Chemical (Div of U S Rubber Prod Inc)	New York	Bevin Brothers Mfg Co	East Hampton	Brick—Building	
Adding Machines		The Gong Bell Mfg Co	East Hampton	The Donnelly Brick Co	New Britain
Underwood Elliott Fisher Co	Hartford	Sargent and Co	New Haven	Bricks—Fire	
Advertising Printing		The N N Hill Brass Co	East Hampton	Howard Company	New Haven
The Case Lockwood & Brainard Co	Hartford	Belting		Broaching	
Advertising Specialties		Hartford Belting Co	Hartford	The Hartford Special Machinery Co	Hartford
The H C Cook Co 32 Beaver St	Ansonia	The Russell Mfg Co	Middletown	Brooms—Brushes	
Scovill Manufacturing Co (Made to Order)	Waterbury	The Thames Belting Co	Norwich	The Fuller Brush Co	Hartford
Aero Webbing Products		Benches		Buckles	
The Waterbury Button Co	Waterbury	The Charles Parker Co (piano)	Meriden	The Hatheway Mfg Co (Dee Rings)	Bridgeport
Russell Mfg Co	Middletown	Bicycle Coaster Brakes		The Hawie Mfg Co	Bridgeport
Air Compressors		New Departure Div General Motors Corp	Bristol	The G F Prentice Mfg Co	New Britain
The Spencer Turbine Co	Hartford	Bicycle Sundries		John M Russell Mfg Co Inc	Naugatuck
Aircraft—Repair & Overhaul		New Departure Div General Motors Corp	Bristol	B Schwanda & Sons	Staffordville
United Airports Div United Aircraft Corp	Rentachler Field East Hartford	Binders Board		The Patent Button Co	Waterbury
Airplanes		Colonial Board Company	Manchester	The Waterbury Button Co	Waterbury
Vought-Sikorsky Aircraft, Div United Aircraft Corp	Stratford	Biological Products		Buffing & Polishing Compositions	
Aluminum Castings		Ernst Bischoff Company Inc	Ivoryton	Apothecaries Hall Co	Waterbury
Newton-New Haven Co 688 Third Avenue	West Haven	Blocks		Lea Mfg Co	Waterbury
Aluminum Forgings		Howard Company (cupola fire clay)	New Haven	Buffing Wheels	
Scovill Manufacturing Co (small)	Waterbury	Blower Fans		The Williamsville Buff Mfg Co	Danielson
Scovill Manufacturing Co (To Order)	Waterbury	The Spencer Turbine Co	Hartford	Buttons	
The Waterbury Button Co	Waterbury	Colonial Blower Co	Hartford	B Schwanda & Sons	Staffordville
Aluminum—Sheets & Coils		Blower Systems		The Patent Button Co	Waterbury
United Smelting & Aluminum Co Inc	New Haven	Colonial Blower Co	Hartford	Colt's Patent Fire Arms Mfg Co	Hartford
Ammunition		Bollers		Scovill Manufacturing Co (uniform and tack fastened)	Waterbury
Remington Arms Co Inc	Bridgeport	The Rigelow Co	New Haven	The Waterbury Button Co	Waterbury
Aromatics		Petroleum Heat & Power Co (domestic only)	Stamford	Cabinets	
Naugatuck Chemical (Div of U S Rubber Prod Inc)	New York	Bolts and Nuts		The Charles Parker Co (medicine)	Meriden
Artificial Leather		Clark Brothers Bolt Co	Milldale	Cables—Wire	
Zapon Div, Atlas Powder Co	Stamford	The O K Tool Co Inc (T-Slot)	33 Hull St Shelton	The Wiremold Co (armored, armored leaded and non-metallic sheathed cable)	West Hartford
Asbestos		The Blake & Johnson Co (nuts, machine screw-bolts, stove)	Waterville	Cams	
Rockbestos Products Corp (insulated wire, cable and cords)	New Haven	Bottle Bobbins		The Hartford Special Machinery Co	Hartford
The Raybestos Div of Raybestos-Manhattan Inc (brake lining, clutch facings, sheet packing and wick)	Bridgeport	Sonoco Products Co (Climax-Lowell Div)	Mystic	Carpet Lining	
Assemblies, Small		Box Board		Palmer Brothers Co	New London
The Wallace Barnes Co Div, Associated Spring Corp	Bristol	National Folding Box Co	New Haven	Castings	
Automobile Accessories		New Haven Pulp & Board Co	New Haven	The Charles Parker Co (gray iron)	Meriden
The Rostand Mfg Co (windshields, seats, and body hardware)	Milford	Robertson Paper Box Co	Montville	The Bradley & Hubbard Mfg Co (gray iron, brass, bronze, aluminum)	Meriden
The Wiremold Co (automobile loom & windshield wiper tubing)	West Hartford	The Lydall & Foulds Paper Co	Manchester	The Gillette-Vibber Co (gray iron, brass, bronze, aluminum, also Bronze Bushing Stock)	New London
Automotive Friction Fabrics		Boxes—Paper—Folding		The Sessions Foundry Co (gray iron)	Bristol
The Russell Mfg Co	Middletown	Atlantic Carton Corp	Norwich	John M. Russell Mfg Co Inc (brass, bronze and aluminum)	Naugatuck
Automotive & Service Station Equipment		S. Curtis & Son Inc	Sandy Hook	Malleable Iron Fittings Co (malleable iron and steel)	Branford
Scovill Manufacturing Co (Canned Oil Dispensers)	Waterbury	M. S. Dowd Carton Co	Hartford	McLagon Foundry Co (gray iron)	New Haven
Bakelite Moldings		National Folding Box Co (paper folding)	New Haven	Newton-New Haven Co (zinc and aluminum)	688 Third Ave West Haven
The Waterbury Button Co	Waterbury	The New Haven Pulp & Board Co	New Haven	Philbrick-Booth & Spencer Inc (Gray Iron)	Hartford
Balls		Robertson Paper Box Co	Montville	The Greist Mfg Co (white metal, slush, permanent moulds)	503 Blake St New Haven
The Abbott Ball Co (steel bearing and burnishing)	Hartford	Brake Lining		Scovill Manufacturing Co (brass and bronze)	Waterbury
The Hartford Steel Ball Co (steel bearing and burnishing, brass, bronze, monel, stainless, aluminum)	Hartford	Colt's Patent Fire Arms Mfg Co	Hartford	Vanadium Metals Co (brass, bronze and aluminum)	Groton
Barrels		The Raybestos Div of Raybestos-Manhattan Inc (automotive and industrial)	Bridgeport	Union Mfg Co (gray iron)	New Britain
The Abbott Ball Co (burnishing and tumbling)	Hartford	Brass and Bronze		Wilcox Crittenden & Co Inc (gray iron and brass)	Middletown
The Hartford Steel Ball Co (tumbling)	Hartford	The American Brass Co (sheet, wire rods, tubes)	Waterbury	Castings—Permanent Mould	
Bathroom Accessories		The Bridgeport Rolling Mills Co	Bridgeport	The Bradley & Hubbard Mfg Co (zinc and aluminum)	Meriden
The Charles Parker Co	Meriden	The Bristol Brass Corp (sheet, wire rods)	Bristol	Chain	
		The Miller Co (Phosphor bronze in sheets, strips and rolls)	Meriden	John M Russell Mfg Co Inc	Naugatuck
		The Thinsheet Metals Co (sheets and rolls)	Waterbury	Chains—Bead	
		Brass Goods		The Bead Chain Mfg Co	Bridgeport
		Sargent and Company	New Haven		
		Scovill Manufacturing Co (To Order)	Waterbury		

IT'S MADE IN CONNECTICUT

—CONTINUED—

Chemicals		Edged Tools		Forgings	
Naugatuck Chemical (Div of U S Rubber Prod Inc)	New York	The Collins Co (axes and other edged tools)	Collinsville	Clark Brothers Bolt Co	Milldale
Apothecaries Hall Co	Waterbury	Elastic Webbing		Heppenstall Co (all kinds and shapes)	Bridgeport
MacDermid Incorporated	Waterbury	The Russell Mfg Co	Middletown	Scovill Manufacturing Co (non-ferrous)	Waterbury
American Cyanamid & Chemical Corp	Waterbury	Electric Appliances		Foundries	
Chromium Plating		The Silex Co	80 Pliny St Hartford	Union Mfg Co (gray iron)	New Britain
Chromium Corp of America	Waterbury	Electric Cables		Wilcox Crittenden & Co Inc (iron brass aluminum and bronze)	Middletown
Chucks & Face Plate Jaws		Rockbestos Products Corp (asbestos insulated)	New Haven	The Sessions Foundry Co (iron)	Bristol
Union Mfg Co	New Britain	Electrical Conduit Fittings & Grounding Specialties		The John P Smith Co	423-33 Chapel St New Haven
Clamps—Wood Workers		The Gillette-Vibber Company	New London	Rolock Inc (brass, galvanized, steel)	Southport
Sargent and Company	New Haven	Electric Cords		Furniture—Anodic Aluminum	
Clay		Rockbestos Products Corp (asbestos insulated)	New Haven	Warren McArthur Corporation	Bantam
Howard Company (Fire Howard "B" and High Temperature Dry)	New Haven	Electric—Commutators & Segments		Fuses	
Cleansing Compounds		The Cameron Elec Mfg Co (rewinding motors)	Ansonia	Colt's Patent Fire Arms Mfg Co	Hartford
MacDermid Incorporated	Waterbury	Electric Fixture Wire		Galvanizing & Electric Plating	
Clutch—Friction		Rockbestos Products Corp (asbestos insulated)	New Haven	The Gillette-Vibbert Co	New London
The Carlyle Johnson Mach Co (Johnson Expanding Ring: Multiple Disc Torqmaster)	Manchester	Electric Heating Element & Units		Galvanizing	
Comfortables		Rockbestos Products Corp (asbestos insulated)	New Haven	Malleable Iron Fittings Co	Branford
Palmer Brothers Co	New London	Electrical Instruments		Wilcox Crittenden & Co Inc	Middletown
Conduits		The Bristol Co	Waterbury	Gauges	
The Wiremold Co (flexible steel and non-metallic flexible)	West Hartford	Electric Panel Boards		The Bristol Co (pressure, vacuum, indicating, recording and controlling)	Waterbury
Cones		The Plainville Electrical Products Co	Plainville	Gears—Reverse & Reduction for Motor Boats	
Sonoco Products Co (Climax-Lowell Div)	Mystic	Electric Wire		The Snow and Petrelli Mfg Co	New Haven
Consulting Engineers		Rockbestos Products Corp (asbestos insulated)	New Haven	Gears and Gear Cutting	
The Stanley P Rockwell Co Inc (Consulting)	Hartford	The Whitney Blake Co (Graybar Elec Co Exclusive Distributors)	Hamden	The Hartford Special Machinery Co	Hartford
Contract Manufacturers		Electrical Control Apparatus		Glass Coffee Makers	
The Greist Mfg Co (metal parts and assemblies)	533 Blake St New Haven	The Trumbull Electric Mfg Co	Plainville	The Silex Co	80 Pliny St Hartford
Copper		Electrical Control Equipment		Glass Cutters	
The American Brass Co (sheet, wire, rods, tubes)	Waterbury	Colt's Patent Fire Arms Mfg Co	Hartford	The Fletcher Terry Co	Box 415, Forestville
The Bristol Brass Corp (sheet)	Bristol	Electrical Goods		Golf Equipment	
Scovill Manufacturing Co (pipe and service tubing)	Waterbury	Colt's Patent Fire Arms Mfg Co	Hartford	The Horton Mfg Co (clubs, shafts, balls, bags)	Bristol
The Thinsheet Metals Co (sheets and rolls)	Waterbury	Electrical Switches		Graphite Crucibles & Products	
Copper Sheets		Colt's Patent Fire Arms Mfg Co	Hartford	American Crucible Co	Shelton
The New Haven Copper Co	Seymour	Elevators		Grinding	
Copper Shingles		The Eastern Machinery Co (passenger and freight)	New Haven	Centerless Grinding Works (production & custom)	70 Knowlton St. Bridgeport
The New Haven Copper Co	Seymour	Embalming Chemicals		The Hartford Special Machinery Co (gears, threads, cams and splines)	Hartford
Copper Water Tube		The Embalmers' Supply Co	Westport	Hardware	
Bridgeport Brass Co	Bridgeport	Engines		Sargent and Co	New Haven
Cork Cots		Wolverine Motor Works Inc (diesel stationary marine)	Bridgeport	Wilcox Crittenden & Co Inc (marine heavy and industrial)	Middletown
Sonoco Products Co (Climax-Lowell Div)	Mystic	Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft)	East Hartford	Hardware—Trailer Cabinet	
Corrugated Box Manufacturers		Envelopes		The Excelsior Hardware Co	Stamford
The Danbury Square Box Co	Danbury	Curtis 1000 Inc	Hartford	Hardware, Trunk & Luggage	
Corrugated Shipping Cases		The Walton Co	94 Allyn St Hartford	J H Sessions & Son	Bristol
D L & D Container Corp	87 Shelton Ave	Extractors—Tap		Hat Machinery	
Gair Thames Containers Div of the	New Haven	Eyelets		Doran Brothers, Inc	Danbury
Robert Gair Co Inc	New London	The Platt Bros & Co	Waterbury	Heads	
Cosmetics		P O Box 1030	Waterbury	The E J Manville Machine Co	Waterbury
The J B Williams Co	Glastonbury	Scovill Manufacturing Co	Waterbury	Heat Treating	
Cotton Batting & Jute Batting		The Waterbury Button Co	Waterbury	The Bennett Metal Treating Co	
The Gilman Brothers	Gilman	Fasteners—Slide & Snap		1045 New Britain Ave	Elmwood
Palmer Brothers	New London	The G E Prentice Mfg Co	New Britain	The Stanley P Rockwell Co Inc	Hartford
Cotton Yarn		Sargent and Co	New Haven	296 Homestead Ave	
The Floyd Cranska Co	Moosup	The Patent Button Co	Waterbury	Heat-Treating Equipment	
Counting Devices		Scovill Manufacturing Co (snap)	Waterbury	The Stanley P Rockwell Co Inc (commercial)	296 Homestead Ave
Veeder-Root Inc	Hartford	Felt		The Wallace Barnes Co Div, Associated Spring Corp	Bristol
Cutlery		American Felt Co	Glenville	Heating Apparatus	
Remington Arms Co Inc	Bridgeport	Ferrules		Crane Company	Bridgeport
Cut Stone		The Waterbury Button Co	Waterbury	Highway Guard Rail Hardware	
The Dextone Co	New Haven	Fibre Board		Malleable Iron Fittings Co	Branford
The Standard Machinery Co (rotary board, single and duplex)	Mystic	The C H Norton Co	North Westchester	Hinges	
The O K Tool Co Inc (inserted tooth milling)	33 Hull St Shelton	The Wm Foulds & Company	Manchester	Sargent and Company	New Haven
Dictating Machines		Finger Nail Clippers		Homer D Bronson Company	Beacon Falls
Dictaphone Corporation	Bridgeport	The H C Cook Co	32 Beaver St Ansonia	Holists and Trolleys	
Die Castings		Firearms		Union Mfr Company	New Britain
Newton-New Haven Co Inc	688 Third Ave West Haven	Colt's Patent Fire Arms Mfg Co	Hartford	Hose Supporter Trimmings	
Dies		Remington Arms Co Inc	Bridgeport	The Hawie Mfg Co (So-Lo Grip Tabs)	Bridgeport
The Hoggson & Pettis Mfg Co	141 Brewery St New Haven	Fire Hose		Hot Water Heaters	
Die-Heads—Self-Opening		Fabrics Fire Hose Co (municipal and industrial)	Sandy Hook	Petroleum Heat & Power Co (Instantaneous domestic oil burner)	Stamford
The Eastern Machine Screw Corp	New Haven	Fireplace Goods		Industrial Finishes	
Truman & Barclay Sts	New Haven	The John P Smith Co (screens)	423-33 Chapel St New Haven	Zapon Div Atlas Powder Co	Stamford
The Geometric Tool Co	New Haven	Fireproof Floor Joists		Insecticides	
Dish Washing Machines		The Dextone Co	New Haven	American Cyanamid & Chemical Corp	Waterbury
Colt's Patent Fire Arms Mfg Co	Hartford	Fishing Equipment		Insulated Wire Cords & Cable	
Dispersions of Rubber		The Horton Mfg Co (reels, rods, lines)	Bristol	The Kerite Insulated Wire & Cable Co Inc	Seymour
Naugatuck Chemical (Div of U S Rubber Prod Inc)	Naugatuck & 1790 Broadway New York	Fishing Lines		The Whitney Blake Co (Graybar Elec Co Exclusive Distributors)	Hamden
Draperies		The Bevin-Wilcox Line Co	East Hampton	Japanning	
Palmer Brothers Co	New London	Fishing Tackle		J H Sessions & Son	Bristol
Drop Forgings		The H C Cook Co	32 Beaver St Ansonia	Key Blanks	
Wilcox Crittenden & Co Inc	Middletown	Flashlight Cases		Sargent and Company	New Haven
The Blakeslee Forging Co	Plantville	Scovill Manufacturing Co (metal)	Waterbury	The Graham Mfg Co	Derby
Atwater Mfg Co	Plantville	Flow Meters		Knit Goods	
		The Bristol Co	Waterbury	American Hosiery Company	New Britain

(Advt.)

IT'S MADE IN CONNECTICUT

—CONTINUED—

Labels
J & J Cash Inc (Woven) South Norwalk
Naugatuck Chemical (Div of U S Rubber
Prod Inc) (rubber) Naugatuck & 1790
Broadway New York
Lacquers & Synthetic Enamels
Zapon Div Atlas Powder Co Stamford
Ladders
A W Flint Co 136 Haven St, New Haven
Lamps
The Rostand Mfg Company (brass, colonial
style & brass candlesticks) Milford
The Greist Mfg Co (portable, office, floor,
table and novelty) 503 Blake St New Haven
Latex
Naugatuck Chemical (Div of U S Rubber
Products Inc) Naugatuck & 1790 Broadway
New York
Leather
Herman Roser & Sons Inc (Genuine Pig-
skin) Glastonbury
Leather Goods Trimmings
The G E Prentice Mfg Co New Britain
Lighting Equipment
The Miller Co (Miller, Duplexalite, Ivan-
hoe) Meriden
The Waterbury Button Co Waterbury
Locks
Sargent and Company New Haven
Locks—Cabinet
The Excelsior Hardware Co Stamford
Locks—Suit-case and Trimmings
The Excelsior Hardware Co Stamford
Locks—Trunk
The Excelsior Hardware Co Stamford
Locks—Zipper
The Excelsior Hardware Co Stamford
Machine Work
The Hartford Special Machinery Co (contract
work only) Hartford
Machinery
The Hallden Machine Company (mill) Thomaston
The Standard Machinery Co (bookbinders) Mystic
Machines
Andrew C Campbell Div American Chain &
Cable Co Inc (cutting & nibbling) Bridgeport
The Patent Button Company Waterbury
Machines—Automatic
The A H Nilson Mach Co (Special) Bridgeport
Machines—Forming
The A H Nilson Mach Co (four-slide wire
and ribbon stock) Bridgeport
Malleable Iron Castings
Malleable Iron Fittings Co Branford
Marine Equipment
The Rostand Mfg Co (portlights, deck, cabin and
sailboat hardware) Milford
Wilcox Crittenden & Co Inc Middletown
Marking Devices
The Hoggson & Pettis Mfg Co New Haven
Mattresses
Palmer Brothers Co New London
Waterbury Mattress Co Waterbury
Measuring Instruments
The Bristol Co (long distance) Waterbury
Metal Cleaners
Apothecaries Hall Co Waterbury
Metal Cleaning Machines
Colt's Patent Fire Arms Mfg Co Hartford
Metal Goods
Bridgeport Brass Co (to order) Bridgeport
Metal Novelties
The H C Cook Co 32 Beaver St Ansonia
The Waterbury Button Co Waterbury
Metal Products—Stampings
J H Sessions & Son Bristol
The Greist Mfg Co 503 Blake St New Haven
Scovill Manufacturing Co (Made to Order) Waterbury
Metal Specialties
The Excelsior Hardware Co Stamford
The G E Prentice Mfg Co New Britain
The American Buckle Co (sheet metal over-
all trimmings) West Haven
The Greist Mfg Co 503 Blake St New Haven
Metal Stampings
The Patent Button Co Waterbury
The Excelsior Hardware Co Stamford
J H Sessions & Son Bristol
The H C Cook Co 32 Beaver St Ansonia
The Waterbury Button Co Waterbury
Milk Bottle Carriers
The John P Smith Co 323-33 Chapel St
New Haven
Mill Supplies
Wilcox Crittenden & Co Inc Middletown
Moulded Plastic Products
Colt's Patent Fire Arms Mfg Co Hartford
The Watertown Mfg Co 117 Echo Lake Road
Watertown

Mouldings
The Wiremold Co (surface metal race-ways)
West Hartford
Moulds
The Hoggson & Pettis Mfg Co (steel) 141
Brewery St New Haven
The Seasons Foundry Co (heat resisting for
non ferrous metals) Bristol
Nickel Anodes
Apothecaries Hall Co Waterbury
The Seymour Mfg Co Seymour
Nickel Silver
The Seymour Mfg Co Seymour
Nuts Bolts and Washers
Clark Brothers Bolt Co Milldale
Office Equipment
Underwood Elliott Fisher Co Hartford
Oil Burners
Malleable Iron Fittings Co Branford
The Silent Glow Oil Burner Corp
1477 Park St Hartford
Petroleum Heat & Power Co (domestic com-
mercial and industrial) Stamford
Paints and Enamels
The Tredennick Paint Mfg Co Meriden
Paperboard
Gair Thames Containers, Div of the Robert
Gair Co Inc New London
The New Haven Pulp & Board New Haven
Paper Boxes
Robertson Paper Box Co (folding) Montville
National Folding Box Co (folding) New Haven
The New Haven Pulp & Board New Haven
Paper Clips
The H C Cook Co (steel) 32 Beaver St.
Ansonia
Paper Tubes and Cores
Sonoco Products Co (Climax-Lowell Div) Mystic
Parallel Tubes
Sonoco Products Co (Climax-Lowell Div) Mystic
Pharmaceutical Specialties
Ernst Bischoff Company Inc Ivoryton
Perfume Bases
Naugatuck Chemical (Div of U S Rubber
Prod Inc) Naugatuck & 1790 Broadway
New York
Phosphor Bronze
The Seymour Mfg Co Seymour
The Bristol Brass Corp (sheet) Bristol
Pipe
The American Brass Co (brass and copper) Waterbury
Howard Co (cement well and chimney) New Haven
Crane Company (fabricated) Bridgeport
Bridgeport Brass Co (brass & copper) Bridgeport
Scovill Manufacturing Co (copper, red brass
and yellow brass) Waterbury
Pipe Fittings
Malleable Iron Fittings Co Branford
Platers
The Patent Button Co Waterbury
The Plainville Electro Plating Co Plainville
Platers—Chrome
The Plainville Electro Plating Co Plainville
Platers' Equipment
MacDermid Incorporated Waterbury
Plumbers' Brass Goods
Bridgeport Brass Co Bridgeport
Scovill Manufacturing Co Waterbury
Plumbing Specialties
John M Russell Mfg Co Inc Naugatuck
Pole Line
Malleable Iron Fittings Co Branford
Polishing Wheels
The Williamsville Buff Mfg Co Danielson
Presses
The Standard Machinery Co (plastic molding,
embossing, and die cutting) Mystic
Propellers—Aircraft
Hamilton Standard Propellers Div United
Aircraft Corp East Hartford
Punches
The Hoggson & Pettis Mfg Co (ticket & cloth)
141 Brewery St New Haven
Putty Softeners—Electrical
The Fletcher Terry Co Box 415 Forestville
Pyrometers
The Bristol Co (recording and controlling) Waterbury
Radiation-Finned Copper
The G & O Manufacturing Company New Haven

Railroad Equipment
The Rostand Mfg Co (baggage racks and mir-
rors for passenger cars) Allford
Rayon Yarns
The Hartford Rayon Corp Rocky Hill
Razors
Schick Dry Shaver Inc (electric) Stamford
Reamers
The O K Tool Co Inc (inserted tooth)
33 Hull St Shelton
Reclaimed Rubber
Naugatuck Chemical (Div of U S Rubber
Prod Inc) Naugatuck & 1790 Broadway
New York
Recorders and Controllers
The Bristol Co. (humidity, motion and oper-
ation) Waterbury
Refractories
Howard Company New Haven
Resistance Wire
The C O Jelliff Mfg Co Southport
Retainers
The Hartford Steel Ball Co (bicycle &
automotive) Hartford
Reverse Gear—Marine
The Carlyle Johnson Mach Co Manchester
Riveting Machines
The Grant Mfg & Machine Co Bridgeport
The Raybestos Div of Raybestos-Manhattan
Inc (brake service equipment) Bridgeport
Rivets
Clark Brothers Bolt Co Milldale
The Blake & Johnson Co (brass, copper
and non-ferrous) Waterville
J H Sessions & Son Bristol
The Raybestos Div of Raybestos-Manhattan
Inc (brass and aluminum tubular and
solid copper) Bridgeport
Rods
The Bristol Brass Corp (brass and
bronze) Bristol
Roof Coatings & Cements
Tilo Roofing Co Inc Stratford
Roofing—Built Up
Tilo Roofing Co Inc Stratford
Rubber Chemicals
Naugatuck Chemical (Div of U S Rubber
Prod Inc) Naugatuck & 1790 Broadway
New York
The Stamford Rubber Supply Co ("Practice"
Vulcanized Vegetable Oils) Stamford
Rubber Dispersions
Naugatuck Chemical (Div of U S Rubber
Prod Inc) Naugatuck & 1790 Broadway
New York
Rubberized Fabrics
The Duro-Gloss Rubber Co New Haven
Rubber Footwear
The Goodyear Rubber Co Middletown
United States Rubber Prod Inc (Keds,
Kedettes, Gaytees, U. S. Royal Foot-
wear) Naugatuck
Rubber Latex
Naugatuck Chemical (Div of U S Rubber
Prod Inc) Naugatuck & 1790 Broadway
New York
Rubbish Burners
The John P Smith Co
423-33 Chapel St New Haven
Safety Fuses
The Ensign-Bickford Co (mining & deto-
nating) Simsbury
Scales—Industrial Dial
The Kron Company Bridgeport
Scissors
The Acme Shear Company Bridgeport
Screw Machine Products
The Blak & Johnson Co Waterville
Centerless Grinding Works
70 Knowlton St Bridgeport
The Eastern Machine Screw Corp
Truman & Barclay St New Haven
The Humason Mfg Co Forestville
Scovill Manufacturing Co Waterville
Screws
The Blake & Johnson Co (machine) Waterville
Sargent and Company New Haven
Clark Brothers Bolt Co Milldale
The Charles Parker Co (wood) Meriden
The Bridgeport Screw Co (wood) Bridgeport
Scovill Manufacturing Co (cap and machine) Waterbury
Scythes
Winsted Manufacturing Co Winsted
Sewing Machines
The Greist Mfg Co (Sewing machine attach-
ments) 503 Blake St New Haven
The Merrow Machine Co Industrial
2814 Laurel St Hartford
Shaving Soaps
The J B Williams Co Glastonbury
(Advt.)

IT'S MADE IN CONNECTICUT

—CONTINUED—

Shears		Switchboards		Ventilating Systems	
The Acme Shear Co (household)	Bridgeport	Plainville Electrical Products Co	Plainville	Colonial Blower Co	Hartford
Sheet Metal Products		Switchboard Wires and Cables		Vibrators—Pneumatic	
The American Brass Co (brass and copper)	Waterbury	Rockbestos Products Corp (asbestos, insulated)	New Haven	The New Haven Vibrator Co Inc (for all mechanical operations) P O Box 1669	New Haven
Sheet Metal Stampings		Switches		Vises	
The Patent Button Co	Waterbury	Colt's Patent Fire Arms Mfg Co	Hartford	The Charles Parker Co	Meriden
J H Sessions & Son	Bristol	Tableware—Stainless Steel		Washers	
Signals		International Silver Co	Meriden	The Blake & Johnson Co (brass, copper & non-ferrous)	Waterville
The H C Cook Co (for card files)	32 Beaver St Ansonia	Tanks		American Felt Co (felt)	Glenville
Silks		The Bigelow Company (steel)	New Haven	Clark Brothers Bolt Co	Milddale
Cheney Brothers	South Manchester	Tape		The Sessions Foundry Co (cast iron)	Bristol
Silverware		The Russell Mfg Co	Middletown	J H Sessions & Son	Bristol
International Silver Co (tableware, nickel silver, silver plate and sterling)	Meriden	Tap Extractors		Watches	
Silverware—Hotel & Institutional		The Walton Co	94 Allyn St Hartford	Benrus Watch Co	30 Cherry St Waterbury
International Silver Co	Meriden	Taps, Collapsing		Waterproof Dressings for Leather	
Silverware—Plated Hollowware		The Geometric Tool Co	New Haven	The Viscol Company	Stamford
International Silver Co	Meriden	Tarred Lines		Webbing	
Silverware—Sterling & Plated Trophies		Brownell & Co Inc	Moodus	The Russell Mfg Co	Middletown
International Silver Co	Meriden	Textile Machinery		Welding Rods	
Silverware—Sterling Silver Hollowware		The Merrow Machine Co	2814 Laurel St Hartford	The Bristol Brass Corp (brass & bronze)	Bristol
International Silver Co	Meriden	Textile Mill Supplies		Wicks	
Silverware—Tableware, Silver		Ernst Bischoff Company Inc	Ivoryton	The Russell Mfg Co	Middletown
International Silver Co	Meriden	Thermometers		Wire	
Silverware—Tableware, Silver Plate		The Bristol Co (controlling, recording and indicating)	Waterbury	The Bristol Brass Corp (brass and bronze)	Bristol
International Silver Co	Meriden	Thin Gauge Metals		The Driscoll Wire Co (steel)	Shelton
Sizing and Finishing Compounds		The Thinsheet Metals Co (plain or tinned in rolls)	Waterbury	Hudson Wire Co Winsted Div (insulated & enameled magnet)	Winsted
American Cyanamid & Chemical Corp	Waterbury	Thread		The Atlantic Wire Co (steel)	Branford
Smoke Stacks		Max Pollack & Co Inc	Groton	The Bridgeport Screw Co (scratch brush)	Bridgeport
The Bigelow Company (steel)	New Haven	The American Thread Co	Willimantic	The Platt Bros & Co (zinc wire)	P O Box 1030 Waterbury
Soap		The Gardiner Hall Jr Co (cotton sewing)	South Willington	Rockbestos Products Corp (asbestos insulated)	New Haven
The J B Williams Co (industrial soaps, toilet soaps, shaving soaps)	Glastonbury	Threading Machines		Scovill Manufacturing Co (brass, bronze and nickel silver)	Waterbury
Speakers		The Grant Mfg & Machine Co (double and automatic)	Bridgeport	Wire Arches and Trellis	
Cinaudagraph Corp (High Fidelity for radios, motion picture houses and public address systems)	Stamford	Time Recorders		The John P Smith Co	423-33 Chapel St New Haven
Special Parts		Stromberg Time Corp	Thomaston	Wire Baskets	
The Greist Mfg Co (small machined, especially precision stampings)	503 Blake St New Haven	Timers, Interval		Rolock Inc (for acid, heat, degreasing)	Southport
Sponge Rubber		The H C Thompson Clock Co	Bristol	Wire Cable	
The Sponge Rubber Products Co	Derby	Tinning		The Bevin-Wilcox Line Co (braided)	East Hampton
Spreads		Wilcox Crittenden & Co Inc	Middletown	Wire Cloth	
Palmer Brothers Company	New London	The Thinsheet Metals Co (non-ferrous metals in rolls)	Waterbury	The C O Jelliff Mfg Corp	Southport
Spring Units		Tools		The John P Smith Co	423-33 Chapel St New Haven
Owen Silent Spring Co Inc (mattresses and upholstery furniture)	Bridgeport	The Hoggson & Pettis Mfg Co (rubber workers)	New Haven	Wire Connectors	
Spring Washers		The O K Tool Co Inc (inserted tooth metal cutting)	33 Hull St Shelton	The Wiremold Co	West Hartford
The Wallace Barnes Co Div Associated	Bristol	Toys		Wire Drawing Dies	
Springs—Coil & Flat		A C Gilbert Company	New Haven	The Waterbury Wire Die Co	Waterbury
The Humason Mfg Co	Forestville	The Gong Bell Co	East Hampton	Wire Dipping Baskets	
The Wallace Barnes Co Div Associated	Bristol	The N. N. Hill Brass Co	East Hampton	The John P Smith Co	423-33 Chapel St New Haven
Springs—Flat		Trucks—Lift		Wire Forms	
The Wallace Barnes Co Div Associated	Bristol	The Excelsior Hardware Co	Stamford	The Humason Mfg Co	Forestville
Springs—Furniture		Trucks—Skid Platforms		The Wallace Barnes Co Div Associated	Bristol
Owen Silent Spring Co Inc	Bridgeport	The Excelsior Hardware Co (lift)	Stamford	Wire Goods	
Springs—Wire		Tube Clips		The Patent Button Co	Waterbury
The Wallace Barnes Co Div Associated	Bristol	The H C Cook Co (for collapsible tubes)	32 Beaver St Ansonia	The American Buckle Co (overall trimmings)	West Haven
Stair Pads		Tubing		Scovill Manufacturing Co (To Order)	Waterbury
Palmer Brothers Company	New London	The American Brass Co (brass and copper)	Waterbury	Wire Mesh	
Stamps		Scovill Manufacturing Co (copper alloys)	Waterbury	Rolock Inc (all meshes and metals)	Southport
The Hoggson & Pettis Mfg Co (steel)	141 Brewery St New Haven	Tubing—Condenser		Wiremolding	
Stampings—Small		Scovill Manufacturing Co	Waterbury	The Wiremold Co	West Hartford
The Wallace Barnes Co Div Associated	Bristol	Typewriters		Wire Reels	
Staples		Underwood Elliott Fisher Co	Hartford	The A H Nilson Mach Co	Bridgeport
Sargent and Company	New Haven	Typewriter Ribbons		Wire Partitions	
Steel Castings		Underwood Elliott Fisher Co	Hartford	The John P Smith Co	423-33 Chapel St New Haven
The Hartford Electric Steel Co (carbon and alloy steel)	540 Flatbush Ave Hartford	Undercleanser Rolls		Wire Rings	
Malleable Iron Fittings Co	Branford	Sonoco Products Co (Climax-Lowell Div)	Mystic	The American Buckle Co (pan handles and tinners' trimmings)	West Haven
Nutmeg Crucible Steel Co	Branford	Vacuum Cleaners		Woodwork	
Steel—Cold Rolled Spring		The Spencer Turbine Co	Hartford	C H Dresser & Son Inc (Mfg all kinds of woodwork)	Hartford
The Wallace Barnes Co Div Associated	Bristol	Valves		Yarns	
Steel—Cold Rolled Stainless		Reading-Pratt & Cady Div, American Chain & Cable Co Inc	Bridgeport	The Ensign-Bickford Co (gute carpet)	Simsbury
Wallingford Steel Company	Wallingford	Valves—Automatic Air		Zinc	
Steel—Cold Rolled Strip and Sheets		Beaton & Cadwell Mfg Co	New Britain	The Platt Bros & Co (ribbon, strip and wire)	P O Box 1030 Waterbury
Wallingford Steel Company	Wallingford	Valves—Flush		Zinc Castings	
Steel Goods		Beaton & Cadwell Mfg Co	New Britain	Newton-New Haven Co Inc	688 Third Ave West Haven (Advt.)
Scovill Manufacturing Co (To Order)	Waterbury	Valves—Relief & Control			
Stop Clocks, Electric		Beaton & Cadwell Mfg Co	New Britain		
The H C Thompson Clock Co	Bristol	Venetian Blinds			
Studio Couches		The Permatex Fabrics Co	Jewett City		
Waterbury Mattress Co	Waterbury				

SERVICE SECTION

On account of space limitations, the material and used equipment items offered for sale by Association members have not been classified by sizes or usage best adapted. Full information will be given on receipt of inquiry. Listing service free to member concerns. All items offered subject to prior sale.

FOR SALE OR RENT

FOR RENT in Mystic approximately 37,000 feet on single floor. Standard Mill Construction with sprinklers. Excellent daylight from skylights in roof throughout. Can be subdivided into three or four small sections for any manufacturer. Low rental rates. Address S. E. 111.

FOR SALE OR RENT. Factory space, with three steel and brick fire-proof buildings, four acres of land in business zone, excellent light, concrete floors, ground floor buildings, can rent one building with 25' ceiling and 50' x 50' in size, preferable to do this rather than rent whole works. Address S. E. 112.

FOR SALE. 1 Tabor Plain Jar Roll-over and Pattern Drawing Molding Machine No. 20024 with 40" x 50" Table, 25" Draw. 1 Tabor 22" Plain Jarring Roll-over and Pattern Drawing Molding Machine No. 19157, complete with equipment. 1 International 7" Cylinder, 24" x 36" Table, Type J Jarring Machine. Address S. E. 113.

WANTED—JOB WORK. Special machinery and parts made to order. 73 years' experience manufacturing machinery at your disposal. Your inquiries are solicited. Address S. E. 115.

LAND WITH WATER-POWER. Approximately 25 to 30 acres in Moodus—reservoir (stone dam with concrete top in good condition) develops 200 HP year-round. Reservoir holds six months' storage; steam boiler, 2 years old; chimney furnace room. Dam has 40 feet drop—55 cubic feet of water per second. Two other sites with water power, 75 HP each. Address S. E. 116.

FOR SALE. Two under-feed coal stokers, 150 H.P. each, good condition, used about 3 years. Can be seen attached (and ready to work), to a discarded boiler. Address S. E. 117.

TOOL MAKING FACILITIES AVAILABLE. A large Connecticut producer of oil burners with a well equipped tool room and a number of good tool makers is in a position to accept additional work in its tool department on an hourly basis. The name of the company will be given to parties interested upon writing to S. E. 118.

FOR RENT in Bridgeport approximately 20,000 square feet, one-story building. Columns on sixteen foot centers. Railroad siding and water facilities. Address S. E. 119.

WANTED—We have equipment for manufacturing wood mechanisms for certain types of wood work, metal machine work and small punching. Will gladly advise or quote on any item. Address S. E. 120.

EMPLOYMENT

FACTORY MANAGER OR SUPERINTENDENT: Practical management and engineering background with broad diversified manufacturing experience. Thorough knowledge of modern production methods; materials; equipment; costs; plant upkeep; organization and labor relations. Address P. W. 497.

EXPERIENCED EXECUTIVES AVAILABLE. Well qualified men over 40 years of age for all types of businesses. Engineering—Production—Personnel—Advertising—Sales—Property Management. Not a commercial employment agency. No charges or fees. Address Forty Plus of Hartford, Room 235, Y.M.C.A. Bldg., 315 Pearl Street, Hartford, Connecticut. Telephone 2-4291.

COLLEGE GRADUATE. Young man reared in an industrial family, especially well educated to undertake personnel work and whose brief experience has brought him squarely in contact with workers at the bench and machine, desires industrial relations or personnel work with a Connecticut or New England manufacturer. References furnished on interview. Address P. W. 503.

AN OUTSTANDING MAN. A management executive who has served a prominent textile company for over 20 years as superintendent, stylist, liaison executive between the production and merchandising departments and sales manager, now seeks a new connection where his all-round management abilities may be utilized to the mutual advantage of both employer and employee. Although a textile man, his broad knowledge of management problems could be utilized to good advantage in other fields. References given to interested party. Address P. W. 504.

EXECUTIVE—General manager or factory manager. Experience in paper, building material, and machinery manufacturing industries. Graduate engineer. Age forty-two. Until recently vice president and general manager of well known manufacturing concern. Knowledge of sales, manufacturing, construction, maintenance, purchasing and traffic. Address P. W. 505.

TECHNICAL GRADUATE. Statistician, 39. Seven years in production research field, planning, warehousing methods, time study, cost analysis, office routines. Last five years developing methods and analyzing accidents to determine the causes contributed by the driver, vehicle, road and other conditions. Address P. W. 506.

SERVICES OF EXPORT MANAGER AVAILABLE. Thoroughly experienced in every phase of exporting, including appointing sales distributors, arranging local manufacture or assembly, directing sales and advertising, purchasing of materials abroad, etc. Has travelled in most countries of the world. Working knowledge of French and Spanish. In present position fifteen years. Good sales record. Best of references. Address P. W. 507.

GOOD WORKER—not executive nor salesman—college graduate with ten years experience since—accounting training, looking for internal audit work for manufacturing firm. Address P. W. 508.

HIGH SCHOOL GRADUATE, just 21. Some active experience as a Cadet in the Merchant Marine. Mechanically inclined. Any job with a future. I want one of those opportunities referred to by Mr. Garrett, Director of Public Relations, General Motors Corporation in the October issue of CONNECTICUT INDUSTRY. I accept the challenge. Will someone give me a chance? Address P. W. 509.

WASHINGTON, D. C.—MANUFACTURER'S REPRESENTATIVE. 10 years experience in securing large Government contracts for manufacturers, well informed on Government procedure. Bank references. Commission Basis. Address P. W. 510.

EXECUTIVE. American, married, Christian, 40 years old with diversified business background, reliable, responsible and aggressive. Experienced in sales and management with knowledge of manufacturing. Good personality and accustomed to handling men. College trained in engineering, world traveled. Wants opportunity to prove worth and build future. Salary not object. Address P. W. 511.

EXECUTIVE POSITION desired by Cornell graduate, with wide practical experience, including management, methods, plant arrangement, production control, cost control, incentives, new products and patents. Metal or plastic products preferred. Bank and industrial references. Married. Address P. W. 512.

ADVERTISER seeks situation as supply buyer, assistant purchasing agent or otherwise as record may indicate. Experienced as above and as receiving clerk, order and price clerks, correspondent, investigator, adjuster claims, other matters. Interview solicited convenient time and place. Address P. W. 513.

CHEMIST Yale graduate, University of Pennsylvania M.S. in Chemistry, in late twenties is desirous of making connection with a Connecticut firm. Excellent laboratory, teaching, and industrial research experience. Good references. Address P. W. 514.

MECHANICALLY inclined young man with some factory and also some newspaper experience seeks opening with industrial concern in greater Hartford. Can furnish excellent references. Address P. W. 515.

MALE, age 24, white, American 1 year U. S. Naval Academy, 2 years Georgetown Foreign Service School, Graduate Los Angeles University of International Relations '39, Degree B.S. in F.S., wishes connection with export firm, traveled abroad, knows Spanish, willing, able, ambitious, start in any capacity. Address P. W. 516.

METALLOGRAPHIST, with ten years experience on a wide variety of ferrous and non ferrous alloys wants position in the laboratory of a metal manufacturer, or is willing to start at the bottom in the manufacturing department. Will go anywhere. Address P. W. 517.

TRAFFIC MAN. Man who has had some 15 years experience in travel agency and other traffic work desires position as traffic manager or assistant. Evidence of abilities will be given at interview. For interview appointment please write P. W. 518.

EXECUTIVE. Graduate engineer who has demonstrated his abilities in sales promotion organization and industrial relations work desires to locate with Connecticut or New England manufacturer because of conditions arising out of a recent merger of a company with which he was connected for some 18 years. His qualifications can be readily demonstrated at interview. Address P. W. 519.



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ning. And the cash dividend, earned regularly by all policyholders on practically all forms of personal and business insurance, has saved at least 20% on premium costs.

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